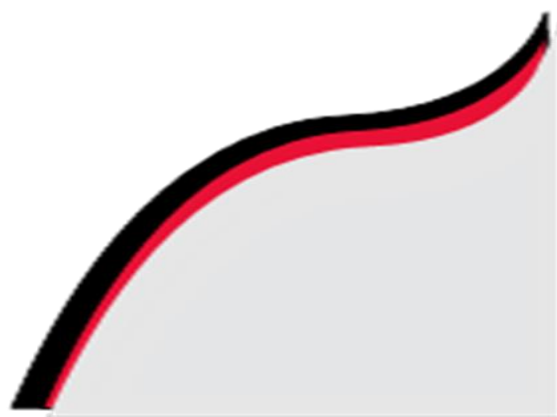




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Chapter 1



Chapter 1: Mayor's Foreword and Executive Summary

Component A: Mayor's Foreword

Municipalities have at their core the responsibility of delivering basic services to all of their citizens. Service delivery projects within the George Municipality, including empowerment, equipping programs and projects are and will always be embedded in and driven by the values of freedom, fairness and opportunities for all. We take pride in not only delivering these services, but ensuring that the quality and standard thereof surpasses the expected norm. It is through this commitment to instil value in the lives of all citizens and give them a sense of ownership and belonging, that George has seen a remarkable growth in people settling within its boundaries and businesses, tourists, sportsmen and –women, as well as learners and students being attracted to the city to invest, visit, study or play in. This in itself challenges the current level of service delivery and calls for unsurpassed strategic planning, roll out and implementation of projects and programs as to ensure that the increasing needs of the influx of people are being addressed.

This paradigm is being driven by the city's vision of being a City for a Sustainable Future. We are aware of numerous challenges that affect the ability of the city to become a viable pillar of sustainable development. The greatest challenge and question that needs to be answered and addressed is how to achieve and maintain an integrated and continuous development with a healthy combination of economic, environmental and social aspects. Building, developing and establishing a sustainable city requires investment in renewable energy sources, efficient use of water and electricity, reliable, affordable and accessible public transport and improved waste and recycling systems. We therefore need to attract more investment to our city from both the national and international platforms to ensure that our city remains competitive not only within South Africa but also globally.

The annual Mayoral Lekgotla serves as an enabling environment where political and administrative leadership engage in rigorous discussions, evaluation, reflection, introspection and interrogate current patterns of thought and policies so as to challenge the current status of service delivery and methods to improve on these so as to ensure that George as a city delivers on its mandate and fulfils its inherent potential.

George has taken up this challenge and has rolled out the first three phases of the 'GO GEORGE Public Transport Network that not only connects people with their places of work, worship, study, entertainment and socialisation, but has impacted the very social fibre and standard of living of our communities.

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As a municipality we acknowledge that we cannot deliver in and on all spheres of life and we need committed, growing and sustainable partners that will ensure that not only our strategic goals are met, but that as accountable change agents find better ways and methods of moving citizens out of poverty, tackling unemployment, food security, sustainable livelihoods and the establishment of a green economy and knowledge platforms.

We have journeyed a considerable distance in strengthening the participatory processes and maintaining and replacing aging infrastructure and will be making incremental budgetary provision to maintain and sustain our infrastructure. We will be embarking on further improving the access of the Ward Committees to information and possible shared decision-making. This is being done to improve the responsibility of every citizen to take ownership for advancing the city.

We have to stay committed to an enabling city of diverse opportunities and the delivery of quality basic services. A housing project in Uniondale was successfully implemented in 2016 to provide low cost housing without compromising quality.

Communication with those we serve- the broader and diverse community forms the backbone of ensuring that our community stays informed as to the projects that are being implemented. The importance of our social media platform is highlighted optimally as it is used to address complaints, discussions and queries. The printed media and radio broadcasts contribute to a better informed and aware public. Engagements with the public through the IDP processes need to be commended, as it is the only way of incorporating the public's input within the budget that is set to deliver, to and for them.

The Municipal Court has been completed and will assist in Council's commitment to improve service delivery. We are currently awaiting the appointment of the magistrate.

The Airports Company of South Africa is widely recognised as a driver of sustainable growth as it prides itself in offering incomparable service level standards making the travelling experience so much more than simply flying. ACSA George has taken the bold step in launching the first 200 square meter solar power plant which further demonstrates their commitment to clean energy and sustainability. This plant not only ensures that the airport is self-sustaining in terms of its power needs but we are looking forward to its extension to the broader community of George.

Accessibility to and affordability of quality education and especially that in the Further Education and Training arena, is but one of the important keys to unlock potential, economic growth and opportunities. The current partnerships between Nelson Mandela Metropolitan University, South Cape College, Department of Education, the Schools and George Business Chamber have been delivering on education empowerment programs, bursary initiatives, enriching programs to ensure readiness to address the existing challenges facing the city of George.

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As a servant I will remain committed to the motto of “If servanthood is beneath you, then leadership is beyond you”. Together with the Mayoral Executive Committee Members, Councillors and the Municipal Administration I will work timeously in ensuring that the City of George makes a lasting difference in the lives of our people and becomes a smart City for a Sustainable Future.



Alderman MG Naik
Executive Mayor

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Executive Summary

1.1 Municipal Manager's Overview

This Annual Report reflects George Municipality's strategic focus and provides an overview on performance and Council's financial position for the 2015/2016 financial year. It outlines various programmes managed by the Directorates of George Municipality and how they have performed towards achieving set targets, which are in line with the Community and Council's long term vision for the City of George, a city for a sustainable future.

The year under review was one of the most challenging years in the economic history of the Republic of South Africa. The global outlook in respect of the economic climate reached high levels of uncertainty and the growth forecast rates were negatively impacted. Moving forward, municipalities will need to enhance their revenue streams in order to function effectively and constraints that impact on the economic outlook (such as inter alia energy, water, food security, infrastructure and the paradigm shift towards becoming a green economy) will need to join centre stage.

George Municipality continues to prioritise the following: good governance, socio- and economic development, enhancing services to the advancement of all citizens, strengthening public participation, drafting an Integrated Development Plan (IDP) that talks to the Budget and the acceleration of the development of a sustainable city - a capable city and a city that delivers for its people. Furthermore, our focus going forward will also include sustainable resource use, strengthening our competitiveness, strengthening developmental governance, establishing long term fiscal strength, connecting working and living space and responsive and active citizenry. Good governance remains crucial to the success of the organisation and the value of a well-functioning Council with its Committee structure, as well as Ward Committees, is vital. George Municipality's focus on good governance is evident as we have received our fifth consecutive clean audit.

We pride ourselves in maintaining a clean and efficiently managed City by delivering basic municipal services of a high standard on a continuous basis. George Municipality has consistently received Blue Drop merit awards for exceptional water quality and Green Drop Awards for well managed sewerage purification plants.

The City has made ample provision for water security through the Ultra Filtration Recycling Plant and the Malgas and Gwaing River Water Pump Stations that are activated as soon as the George Water Storage Dam level drops below 60 % capacity.

Provision is made in our Investment Incentive Policy to provide a range of discounts and assistance towards businesses investing in our City. Every Department in the Municipality is geared to provide assistance to the private sector and to assist with the eradication of unnecessary red tape. We actively promote the ideal to establish beneficial partnerships with the private sector in order to stimulate and increase economic growth and the establishment of more job opportunities.

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Good relations are fostered with the tertiary sector and operational partnerships have been established with Nelson Mandela University and the South Cape College. George is known as the economic and tertiary hub of the Southern Cape and Garden Route.

The review of the Organisational Structure of the Municipality was finalised and is in process to fill the most critical positions to ensure effective and efficient service delivery.

Finally, a word of thanks to every staff member who, through their dedication and hard work, ensures that the people of George benefit from improved quality of life in a sustainably managed municipal area.



TREVOR BOTHA

MUNICIPAL MANAGER

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1.2 Municipal Functions, Population and Environmental Overview

This report addresses the performance of the George Municipality in the Western Cape in respect of its core legislative obligations. Local government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2015/16 Annual Report reflects on the performance of the George Municipality for the period 1 July 2015 to 30 June 2016. The Annual Report is prepared in terms of Section 121(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) which requires municipalities to prepare an Annual Report for each financial year.

1.2.1 Vision and Mission

The George Municipality committed itself to the vision and mission of:

Vision:

“George strives to be the best medium sized city in the Country using all available resources sustainably to the benefit of the community in a growing and a thriving city.”

Mission:

“To provide affordable high quality services through effective governance, administration and fiscal discipline facilitating an environment that is conducive to economic growth and opportunities for all residents whilst ensuring the protection of our natural resources in a sustainable manner to provide a quality living environment for all”

1.2.2 Demographic Information

a) Municipal Geographical Information

About 2000 years ago the San people moved south toward the present Western Cape Province. The area where George is situated is known today as Outeniqua Land. The word “Outeniqua” is derived from a Khoi word which means: “man laden with (or carrying bags of) honey”. It is a place not only richly bestowed with natural beauty, but also well known for unparalleled growth and development.

The French traveler and writer, Francois le Valiant described the area as follows during his visit in the 17th century:

“Bloemrijke velden en de Schoonsteweiden zettend in theerlijk landschap nog meerder luister bij. Ik was waarlijk opgetogen van Verrukking...”

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The second drostdy to be established, in 1811, after the British occupation of the Cape, George was named after King George III of England. In 1837 George gained municipal status and by 1907 was linked by rail to Cape Town.

Currently George forms the administrative hub of the world-renowned Garden Route area. George is nestled below the magnificent Outeniqua Mountains. The wide expanse of forests, the blend of mountains, rivers and rich farmlands in close proximity to the sweeping coastline of the Indian Ocean and its glorious beaches make George a unique Southern Cape Town. George enjoys a mild climate, with a small difference between the minimum and maximum temperatures. The average annual rainfall of 850 mm is spread throughout the year. An excellent system of highways and national roads link George to Cape Town, 420 km away, and Port Elizabeth - a mere 320 km to the east. The area is relatively crime free compared to other towns of similar size in the country and has a well-educated work force.

The municipal area is 5 190km² in extent and is situated approximately half way between Cape Town and Port Elizabeth. The municipal area includes *inter alia*:

- ❖ The town George;
- ❖ The villages of Uniondale, Haarlem, Wilderness and Herolds Bay;
- ❖ Various coastal resorts such as Kleinkrantz, Victoria Bay and the Wilderness National Park;

Rural areas such as the area around Rondevlei, (east of Wilderness), Geelhoutboom, Herold, Hansmoeskraal and Waboomskraal.

Wards

In terms of section 18(3) of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), the MEC responsible for local government has determined (Western Cape Government: Provincial Gazette Extraordinary 7450, 21 July 2015), that the municipal council consists of councillors. After having consulted the Independent Electoral Commission, The Municipal Demarcation Board has delimited the municipality from 25 wards into 27 wards in terms of Schedule 1 of the Act.

The Municipality is currently structured into the following 27 Wards:

Ward	Areas
1	Blanco, Die Rus, Golden Valley, Heather Park, Houtbosch, Malgaskraal, Riverlea
2	Denneoord , Fernridge, Outenique Berge (West)
3	Central Bussiness District, Die Bult, Fancourt Proper, Glen Barrie, Heather Park, Heatherlands, King George Park, Kingswood Golf Estate, Sport Park
4	Denneoord, Denver, Eden, Genevafontein, Kraaibosch 195, Loerie Park, Outenique Berge (West), Panorama,

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Ward	Areas
	Tweerivieren
5	Central Bussiness District, Die Bult, Dormehlsdrift, George Industrial, George South
6	Afgunst River, Buffelsdrift 227, Camfer Kloof 96, Camphersdrift, Croxden 90, Die Oude Uitkyk 225, Diepe Kloof 226, Doorn rivier/Herold, Dwarsweg 260, Fancourt Proper, Geelhout, Geelhoutboom 217, George Airport, Gwayang 208, Herold, Houtbosch, Klyne fontyn 218, Kouwdouw 88, Malgaskraal, Modderaas Kloof 133, Modderivier 209, Moerasrivier 233, Outenique Berge (West), Platte Kloof 131, Smuts kloof 94, Waboomskraal Noord 87
7	Bos en Dal, Brakfontein 236, Breakwater Bay, CPA area, Groeneweide Park, Herolds Bay, Le Grand, Monate Resort, Oubaai Golf Estate, Pacaltsdorp Industria, Rooirivier, Toeriste gebied, Delville Park
8	Boven Lange Valley 189, Duiwerivier, Hoekwil, Kleinkrantz farms 192, Outenique Berge (East), Pine Dew, Touwsrante, Wilderness, Wilderness Heights
9	Bergsig, Bodorp, Commercial East, Fernridge, George East, Le Vallia, Panorama, Protea Park
10	Kraaibosch 195, Protea Park, Rosemoore, Urbansville
11	Ballotsview, Lawaaiikamp, Maraikamp
12	Ballotsview, Kraaibosch 195, Parkdene
13	Thembaletu, Zone 3, Zone 4, Zone 6, Zone 7, Zone 8
14	Thembaletu, Zone 6
15	Thembaletu , 166, Ballots Bay, Barbierskraal 156, Boven Lange Valley 189, Diep Rivier 178, Drie Valleyen 186, Duiwerivier, Far Hills Hotel Garden Route East, Glenwood, Kaaimans, Kraaibosch 195, Kraaibosch Estate, Kraaibosch Manor, New Melsetter 179, Outenique Berge (East), Outenique Berge (West), Saasveld, Sandkraal 197, Schuinskraal, Victoria Bay, Welgelegen, Wilderness Heights, Woodville Farms, Zone 4, Zone 5
16	Thembaletu, Zone 7, Zone 8, Zone 9
17	Thembaletu, Kraaibosch 195, Zone 1, Zone 2, Zone 3, Zone 9
18	Pacaltsdorp, Rosedale, Oudorp
19	Thembaletu, Zone 9

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Ward	Areas
20	Andersonville, New Dawn Park, Protea Estate, ERF325, Seaview
21	Convent Gardens, Conville, George Industrial, Mollenrivierrif, Rosemoore, Tamsui,
22	Borchards, George Industrial, Steinhoff Industrial Park
23	Ballots Bay, Sandkraal 197, Zone 5, Zone 6, Zone 7
24	Haarlem, Outenique Berge (East)
25	Uniondale
26	Blanco, Cherry Creek, Fancourt Gardens, Fancourt Proper, Fancourt South, Heather Park, Kerriwood Hill, Kingswood Golf Estate, Mount Fleur Mountain Estate, Oaklands, Riverlea, Soeteweide
27	Europa, Harmony Park, Oudorp, Protea Estate, Seaview

Table 1: Municipal Wards

Below is a map of the Municipal area:

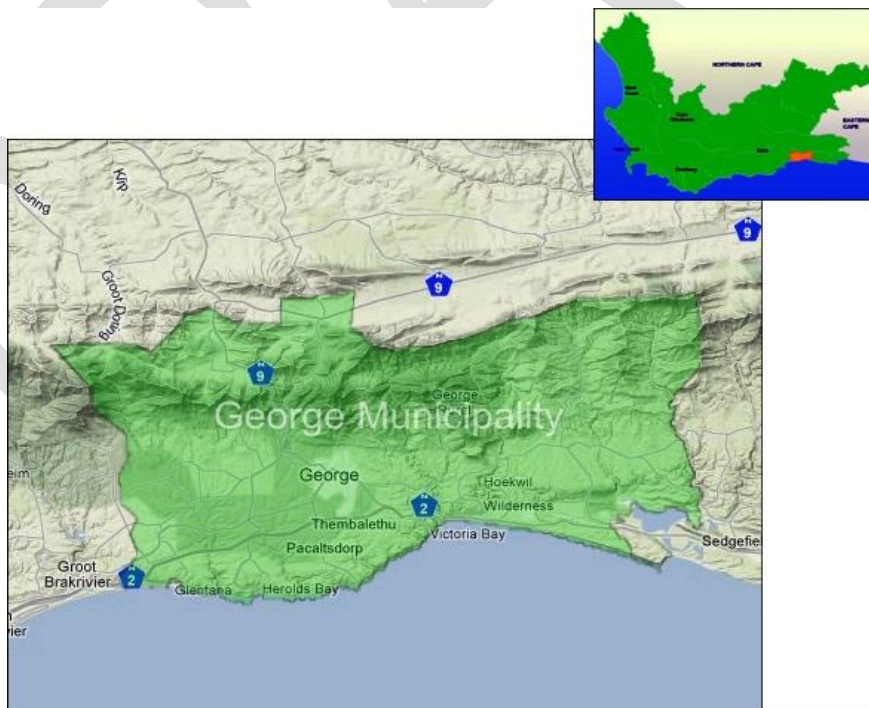


Figure 1: Locality map

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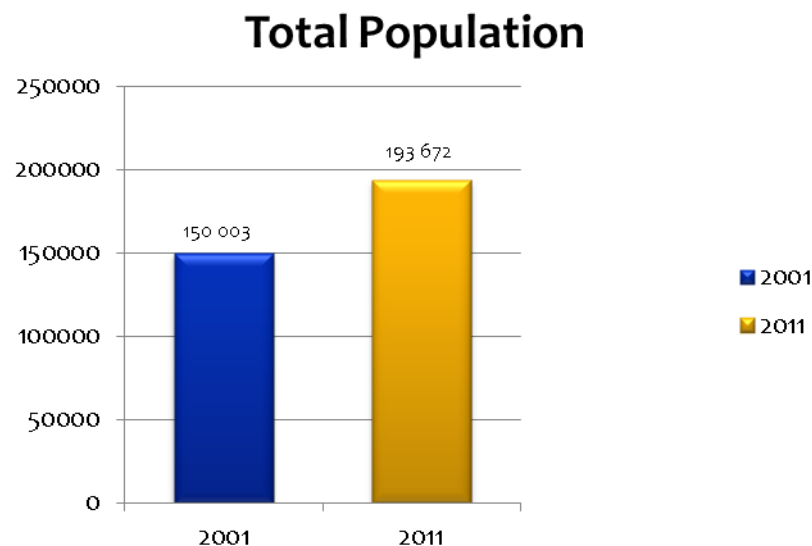
b) Total Population

Eden District's total population is 574 265, representing 9.8% of the Western Cape Province total population of 5 822 734 . George municipality has the largest population in the Eden District, the population was estimated at 193 672 in the 2011 census, which represents a growth of 29.1% from 2001-2011.

The table below indicates the total population within the municipal area:

2001	2011
150 003	193 672
Source: Census 2001 & 2011	

Table 2: Demographic information of the municipal area – Total population



Graph 1: Total population

c) Households

In 2011, 53 551 households were living within the George municipal area. StatsSA defines a household 'as a group of persons who live together and provide themselves jointly with food or other essentials for living, or a single person who lives alone.'

HH size	1	2	3	4	5	6	7	8	9	10+	Total
No. of HH's	10 171	13 295	8 648	8 730	5 510	3 189	1 702	1 014	532	760	53 551
Source: Census 2011											

Table 3: Household's numbers

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Households	2014/15	2015/16
Number of households in municipal area	38 575	38 781
Number of indigent households in municipal area	16 544	21 501

Table 4: Total number of households

d) Key Economic Activities

The table below indicates the percentage contribution to the Gross Value Added (GVA) per economic sector:

Economic Sector	% contribution to GVA 2013
Finance, insurance, real estate and business services	25.00
Wholesale and retail trade, catering and accommodation	16.00
Manufacturing	13.00
General government	14.00
Transport, storage and communication	13.00
Construction	8.00
Community, social and personal services	6.00
Agriculture, forestry and fishing	3.00
Electricity, gas and water	2.00
Mining and quarrying	0.25

Table 5: Key Economic Activities

1.2.3 Municipal Highlights

Highlights	Description
Training and Development	<p>George Municipality was the first municipality in the Western Cape that received a National Treasury internships grant to train and develop local technical graduates in the fields of Electrical Engineering and Civil Engineering.</p> <p>Seven electrical and mechanical graduates from George and six civil engineering graduates have been employed as interns by George Municipality.</p> <p>Over 20 MISA Apprentices are receiving practical training at the George Municipality</p> <p>30 Municipal officials received bursaries from the LG Seta towards study in the Diploma Public Accountability.</p> <p>Eight (8) people received external bursaries. The amount in total for the bursaries of the eight (8) people were R50.000</p> <p>One (1) municipal official received a internal bursary of R8 280.00</p> <p>The George municipality trained 142 officials for the financial year.</p>
Municipal Standard Chart of Accounts (MSCOA)	Budgeting the mSCOA way – projects etc.
Driver of the Month – October	Drivers were invited to participate in a Driver of the Month competition

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2015	
Scholar Patrol Competition – October 2015	Schools were invited to participate in a scholar patrol competition
Upgrading of the Junior Traffic Training Centre	Resealing and marking of the Junior Traffic Training Centre
Education of pedestrians	To be addressed in Road Safety awareness campaign
Communication	The communication with resident regarding illegal dumping is constant and successful

Table 6: Municipal Highlights

1.2.4 Municipal Challenges

The following general challenges are experienced by the Municipality:

Challenges	Description
Staff shortages	The shortage of technical staff within the electro technical and civil engineering department remains a challenge and leads to service delivery constraints, high overtime costs and unnecessary electricity outage costs, persons acting in positions for which they are not necessarily qualified.
Vegetation control in order to minimise power outages	The vegetation control section listed on the departments organogram has never been populated with staff due to a shortage of funds. The number of power outages and complaints from the public clearly show the necessity of this section.
Eskom Load shedding	The ability of Eskom to provide sufficient electricity to the municipality during peak periods remains a problem. Various energy saving methods have been introduced and requests are regularly made to our consumers to reduce load. The municipal load control system that is used to switch off geysers during peak periods is used extensively to reduce the possibility of load shedding. Potential sewage spills due to pumpstation shutdowns remains a concern and back-up generators need to be provided at major pumpstation and where spillage can cause a serious health hazard
Loss of electricity sales	The availability and affordability of electricity has become one of the most debated subjects due to Eskom's load shedding and the abnormally high Eskom increases that are carried over to municipal consumers. The loss in income from the sale of electricity and the effect of load shedding has had an enormous impact on the economy of the city and the country. Many consumers are moving to other forms of energy and are even considering generating their own renewable electricity.
Illegal Connections	The illegal connections in the informal areas in Thembaletu remain a challenge. The residents want an electricity supply and reconnect immediately after connections have been removed. The connections cause tripping of the power supply and this causes tension in the community. The only long term solution is to provide the informal areas with electricity.
Funding	Grant funds are required to electrify the informal areas in Thembaletu and other housing projects. The MIG grant funding to provide water and sewer bulk services required to accommodate low cost housing development is totally inadequate. This is delaying the implementation of low cost housing development, and subsequently affects service delivery.

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Challenges	Description
Vandalism of Water and Sewer Pumpstation	Higher security locking systems to replace current devices and improved enclosures for vulnerable substations are being implemented. A reward system whereby R2 500 is paid out to any person who offers information on vandalism and theft of municipal assets and which information leads to the successful conviction of the perpetrator in a court of law has been introduced. The co-operation between the Electro technical Department and the SAPS is also excellent and we have achieved number successes together.
Vandalism of electrical installations.	Vandalism of municipal assets is an on-going challenge and traditional deterrents are not effective anymore. More expensive detection equipment must be installed together with reactive options.
Financial	The inadequate allocation of funding to provide for infrastructure to accommodate housing needs and meet the bulk infrastructure requirements for the poor.
Capacity	Lack of human resource capacity to meet the increasing demands for service delivery as the city of George grows, the inclusion of the DMA area, a general decline in personnel numbers over the years and scarce skills.
Go George	The implementation and management of new municipal service, along with the additional scarce skills and capacity required.
PPPFA	The introduction of the PPPFA policy has caused significant delays in project implementation, resulting in the withdrawal of national and provincial funding by Human Settlements. This is a very serious threat to service delivery and the municipality's reputation.
Fleet Management	Municipal vehicles and plant are not always looked after by drivers and Management as they should and vehicle abuse is increasing.
Lack of Funding for Replacement Vehicles	Approximately 55% of the current municipal fleet is older than 12 years. Funding is provided for the purchase of new vehicles but seldom for replacement of old existing vehicles.
Vehicle Monitoring	A vehicle control room and dispatch service must be implemented to improve service delivery and vehicle control as well as decrease over time costs.
Small Scale Embedded Generation	<p>The desire by developers and property owners to include small scale embedded generation (SSEG) at residential, commercial and industrial sites requires additional skilled human resource capacity within the Electro-technical Department. The inclusion of these SSEG installations within the George network will not only have a financial implication on the council's income, but the safety risk to municipal staff and the public is severely increased if these installations are not properly managed and inspected.</p> <p>Greater awareness to the general public is required with regards to these types of installations and the business process within the Electro-technical department must be established and managed. All of which need additional staff.</p>
66kV and 11kV Oil Switchgear	<p>A number of 66kV OSM10 oil filled Circuit Breakers and 11kV oil filled switchgear must be replaced with respectively new 66kV gas filled circuit breakers and with 11kV gas filled or vacuum circuit breakers. The limited budget allowed for this replacement work greatly increases the financial risks to George Municipality due to unforeseen outages. But most of all the old equipment presents a risk to person and property. In some instances the gear also minimise the flexibility of the network operations.</p> <p>Staff is increasingly hesitant to operate the aged equipment. Without providing sufficient funds for replacing this old equipment George Municipality is at risk of omitting their legal duty to provide and maintain, as far as reasonably practicable, a working environment that is</p>

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Challenges	Description
	safe and without risk as stipulated in the Occupational Health and Safety Act, 85 of 1993. The oil filled equipment is also a hazard to the environment.

Table 7: Municipal Challenges

1.3 Service Delivery Overview

1.3.1 Basic Services Delivery Performance Highlights

Highlights	Description
Metro Grounds (671 units) and Erf 325: Pacaltsdorp (+- 7000 units)	Department of Human Settlements committed R50 million for the upgrade of bulk services of which R10 million has been made available.
Backyard Dweller Survey	The survey has been completed. At the time of the survey there were 6661 families living in backyard structures.
Transfer of Houses	130 Houses were transferred.
Uniondale Housing Project	90 Houses were handed over as part of the Uniondale Housing Project.
Building Plan Amnesty Campaign	The Building Plan Amnesty is currently ongoing. First and foremost it encourages all citizens who have built without approved building plans, especially the historic cases to submit building plans and in so doing boosting the income derived from building plans and secondly in the longer term increase the Municipal tax base. The campaign is generally well accepted even in previously disadvantaged townships where incentives are built into the process to enhance the outcome of the campaign and to improve public participation.
Collection of household refuse in all rural areas in the greater George Municipal area since 2014.	Refuse collection teams are collecting refuse in these areas weekly as per refuse removal schedule.
Placement of 20 SKIPS in areas where illegal dumping is a big challenge- specifically for garden waste	20 x skips were placed in residential areas and are cleaned weekly- specifically for garden refuse.
Appointment of consulting Engineers for several Waste Management projects	For the decommissioning and closing of George and Uniondale landfill site. Building of Transfer station in Uniondale. Building of Composting facility next to George Landfill site
Driver of the Month – October 2015	Drivers were invited to participate in a Driver of the Month competition
GO GEORGE	Successful operation of first 3 phases with various refinements introduced
Scholar Patrol Competition – October 2015	Schools were invited to participate in a scholar patrol competition
Upgrading of the Junior Traffic Training Centre	Resealing and marking of the Junior Traffic Training Centre
Education of pedestrians	To be addressed in Road Safety awareness campaign

Table 8: Basic Services Delivery Highlights

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1.3.2 Basic Services Delivery Challenges

Service Area	Challenge	Description
Human Settlements	A Funding resolution is required from the Provincial Department of Human Settlements to implement the Extension 42 & 58 housing project in Thembaletu.	Await the finalisation of a reconciliation exercise by the Provincial Department of Human Settlements as well as the funding approval for the Extension 42 & 58, housing project in Thembaletu. The said project includes the consolidation of three PHP projects.
Town Planning and Building Control section	Staff Capacity	Staff capacity is one of the most critical challenges. Amidst these challenges of inter alia attracting suitable skilled staff and staff retention (which contributes to the historic challenge of capacity problems in the Building Control section) which is aggravated by staff being attracted by lucrative packages offered by the surrounding municipalities, a Building Plan Amnesty campaign is currently ongoing. This initiative impacts positively on functions that would otherwise have to be done by the Building Inspectorate on an ad-hoc basis that were time consuming.
Municipal	Shortages	Staff Shortages with regards to Law Enforcement. Implementation of by-laws as well as animal control and by-law implementation for pets etc. Staff Shortages at Traffic department to assist with new demands for Go-George bus services
All wards	Illegal dumping remain a big problem for council	Education, awareness at schools and door to door awareness, pamphlet distribution, cleaning of illegal dumping are been done by Solid Waste department on a daily basis
All wards	Vandalism of playparks	Playparks vandalised. New play equipment expensive.
Refuse removal	Affordability	The planned new regional landfill site is very expensive for George to participate This will have a huge impact on service delivery charges for residents.
Cemeteries	Land	Land for new cemeteries problematic. Current cemeteries near full capacity.
Civil Engineering Services	Staff capacity	Staff capacity is a critical challenge. Staff shortages have also resulted in non-compliance with certain statutory requirements. Skills development needs to be urgently addressed.

Table 9: Basic Services Delivery Challenges

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1.4 Financial Health Overview

1.4.1 Financial Viability Highlights

Highlights	Description
Preferential Procurement Policy Framework Act (PPPFA)	The implementation of the PPPFA policy.
Long term financial plan	The adoption of a long term financial plan until 2024.

Table 10: Financial Viability Highlights

1.4.2 Financial Viability Challenges

Challenges	Action to address
Implementation of SCOA	Create draft implementation plan
Centralization of purchases below R30 000	Obtain funding for additional staff, start with implementation of the system
Staff capacity	Obtaining funding to address critical staff shortages in basic services departments

Table 11: Financial Viability Challenges

1.4.3 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

The following table shows the municipality's performance in terms of the National Key Performance Indicators as stipulated in the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

These key performance indicators are linked to the National Key Performance Area namely Municipal Financial Viability and Management.

KPA & Indicator	2014/15	2015/16
Debt coverage (Total operating revenue-operating grants received: debt service payments due within the year).	3.01	3.38
Service debtors to revenue – (Total outstanding service debtors: revenue received for services).	0.23	0.20
Cost coverage (Available cash+ investments: Monthly fixed operating expenditure).	3.40 times	3.23 times

Table 12: National KPIs for financial viability and management

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1.4.4 Financial Overview

Details	2014/15	Original budget	Adjustment Budget	Actual
	R’ooo			
Income				
Grants(Operating + Capital)	400 753	405 066	444 323	426 959
Taxes, Levies and tariffs	853 751	936 675	957 142	974 560
Other	136 375	168 862	171 987	186 307
Sub Total	1 390 879	1 510 604	1 573 452	1 587 825
Less Expenditure	1 279 470	1 436 481	1 504 124	1 479 276
Net surplus/(deficit)	111 409	74 122	69 328	108 549

Table 13: Financial Overview

1.4.5 Operating Ratios

Detail	Expected norm	Actual	% Variance
Employee Cost	35%	25.65%	9.35%
Repairs & Maintenance	8-12%	6.01%	1.99-5.99%
Finance Charges & Depreciation	18%	12.86%	5.14%

Table 14: Operating ratios

Employee cost is 9.35% lower than the norm of 35% which represents a positive outcome, which means that all critical staff shortages can be addressed. Repairs and maintenance are also 1.99-5.99% below the norm of 8-12% which indicates that expenditure on repairs and maintenance would have to be increased in future budgets to properly maintain Council's assets. Finance charges and depreciation are 5.14% lower than the norm of 18%. This can mainly be attributed to the higher depreciation generated as a result of the componentisation of infrastructure assets in terms of GRAP.

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1.5 Organisational Development Overview

1.5.1 Municipal Transformation and Organisational Development Highlights

Highlights	Description
Implementation of Individual PMS to employees till T-12	Ignite consultants appointed. Implementation will be arranged together with the relevant training
Approval of Micro Structure	Micro Structure approved by Council & MM. Process of Consultation on LLF now being followed
Procurement of Org Design Management System	Org Chart procured. Training and implementation to follow.

Table 15: Municipal Transformation and Organisational Development Highlights

1.5.2 Municipal Transformation and Organisational Development Challenges

Challenges	Actions to address
Consultation of Micro Structure	Successful consultation of Micro Structures on LLF
Implementation of Org Chart (Org Design Management System)	Integration with payroll system and set up of Organisational Chart

Table 16: Municipal Transformation and Organisational Development Challenges

1.6 Audited Outcomes

Year	2012/13	2013/14	2014/15	2015/16
Status	Clean	Clean	Clean	Clean

Table 17: Audit Outcomes

Chapter 2



CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

National Key Performance Indicators - Good Governance and Public Participation

The following table shows the municipality's performance in terms of the National Key Performance Indicators as stipulated in the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

Indicator	2014/15	2015/16
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	85%	81%

Table 18: National KPIs - Good Governance and Public Participation Performance

Component A: Political and Administrative Governance

2.1 Political Governance Structure

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and various social programmes in the municipal area.

a) Council

Below is a table that categorised the councillors within their specific political parties and wards:

Name of councillor	Capacity	Political Party	Ward representing or proportional
C Standers	Executive Mayor	DA	Ward 8
D Maritz	Executive Deputy Mayor	DA	Ward 17

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Name of councillor	Capacity	Political Party	Ward representing or proportional
M Draghoender	Speaker	DA	Ward 20
PH De Swardt	Chief Whip	DA	Ward 22
MG Naik	Mayoral Committee Member	DA	Ward 1
MEF Kleynhans	Mayoral Committee Member	DA	Ward 25
WT Harris (until 29 April 2016)	Mayoral Committee Member	COPE	PR
HJ Jones	Mayoral Committee Member	DA	Ward 16
IC Kritzingar	Mayoral Committee Member	DA	Ward 19
GJ Stander	Mayoral Committee Member	DA	Ward 23
I Stemela	Mayoral Committee Member	DA	PR
LD Van Wyk	Mayoral Committee Member	DA	Ward 4
C Bob	Councillor	ANC	PR
BM Cornelius	Councillor	DA	PR
EP De Villiers	Councillor	DA	Ward 3
NNE Dlephu	Councillor	DA	PR
J Du Toit	Councillor	ACDP	PR
LBC Esau	Councillor	DA	Ward 5
T Fortuin (until 28 April 2016)	Councillor	ANC	PR
V Gericke	Councillor	PBI	PR
MD Gingcana	Councillor	ANC	Ward 10
FS Guga	Councillor	ANC	Ward 15
LS Hayward	Councillor	GIRF	PR
HH Ingo	Councillor	DA	Ward 6
NF Kamte	Councillor	ANC	Ward 11
NV Kom	Councillor	ANC	PR
PB Komani	Councillor	ANC	PR
PS Leholo	Councillor	ANC	PR
R Lombaard	Councillor	ICOSA	PR
G Macclune	Councillor	DA	PR
SM Mekana (until 17 April 2016)	Councillor	DA	PR
C Neethling	Councillor	DA	Ward 2
GC Niehaus	Councillor	DA	Ward 18
FZ Ntozini	Councillor	ANC	Ward 7
MM Nyakathi	Councillor	DA	PR

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Name of councillor	Capacity	Political Party	Ward representing or proportional
C Remas	Councillor	DA	Ward 14
B Petrus	Alderman	ANC	PR
G Pretorius (from 18 May 2016)	Councillor	DA	PR
LN Qupe	Councillor	DA	PR
B Salmani	Councillor	ANC	Ward 13
GMV Sihoyiya	Councillor	ANC	PR
GN Sixolo	Councillor	ANC	Ward 12
T Teyisi	Councillor	ANC	Ward 9
JS Thanda	Councillor	ANC	Ward 21
PJ Van Der Hoven	Councillor	ANC	PR
AJ Van Zyl	Councillor	DA	PR
M Vuyani (from 12 May 2016)	Councillor	ANC	PR
AM Wildeman	Councillor	ANC	Ward 24
CT Williams	Alderman	ANC	PR
W Witbooi	Councillor	ANC	PR
M Viljoen	Councillor	DA	PR

Table 19: Council 2015/16

Below is a table which indicates the Council meetings attendance for the 2015/16 financial year:

Meeting dates	Meeting	Number of items (resolutions) submitted
24 July 2015	Special Council	4
29 July 2015	Ordinary Council	39
21 August 2015	Special Council	0
25 August 2015	Special Council	3
26 August 2015	Ordinary Council	19
31 August 2015	Special Council	1
23 September 2015	Ordinary Council	26
27 October 2015	Ordinary Council	19
25 November 2015	Ordinary Council	57
10 December 2015	Ordinary Council	7
07 January 2016	Special Council	1
27 January 2016	Ordinary Council	12

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Meeting dates	Meeting	Number of items (resolutions) submitted
26 February 2016	Ordinary Council	38
31 March 2016	Ordinary Council	48
28 April 2016	Ordinary Council	21
15 April 2016	Special Council	1
16 May 2016	Special Council	1
24 May 2016	Special Council	2
27 June 2016	Special Council	15

Table 20: Council meetings

b) Executive Mayoral Committee

The Executive Mayor of the Municipality, **Alderman Charles Standers**, assisted by the Mayoral Committee, heads the executive arm of the municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the municipality, the Executive Mayor operates collectively with the Mayoral Committee.

The name and portfolio of each member of the Mayoral Committee is listed in the table below for the period 1 July 2015 to 30 June 2016:

Name of member	Capacity
C Standers	Executive Mayor
D Maritz	Executive Deputy Mayor and Portfolio Councillor for Human Resources and Strategic Services
MG Naik	Portfolio Councillor for Civil Engineering Services and Public Transport
EP De Villiers	Portfolio Councillor for Environmental Affairs and Sport
W Harris	Portfolio Councillor for Electro-Technical Services
H Jones	Portfolio Councillor for Human Settlements
I Kritzinger	Portfolio Councillor for Safety and Security
MEF Kleynhans	Portfolio Councillor for Rural Services Committee / Social and Library Services
G Stander	Portfolio Councillor for Planning
I Stemela	Portfolio Councillor for Corporate Services
L Van Wyk	Portfolio Councillor for Finance

Table 21: Executive Mayor-in-Committee 2015/16

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The table below shows the dates of the Executive Mayor-in-Committee meetings and the number of reports submitted to Council for the 2015/16 financial year:

Meeting date	Meeting	Number of items submitted
22 July 2015	MAYCO	12
12 August 2015	MAYCO	7
9 September 2015	MAYCO	10
16 September 2015	Special MAYCO	1
22 September 2015	Special MAYCO	1
29 September 2015	Special MAYCO	1
8 October 2015	Special MAYCO	2
14 October 2015	MAYCO	17
11 November 2015	MAYCO	28
30 November 2015	Special MAYCO	4
02 December 2015	MAYCO	6
08 December 2015	Special MAYCO	4
10 February 2016	MAYCO	36
09 March 2016	MAYCO	10
30 March 2016	Special MAYCO	3
13 April 2016	MAYCO	31
11 Mei 2016	MAYCO	10
26 Mei 2016	Special MAYCO	1
8 June 2016	MAYCO	5
23 June 2016	Special MAYCO	22

Table 22: Mayoral Committee Meetings

c) Portfolio Committees

In terms of Section 80 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), if a council has an executive committee it may appoint in terms of Section 79 committees of councillors to assist the executive committee or executive mayor. Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.

The portfolio committees for 2015/16 and their Chairpersons are as follow:

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Human Resources Portfolio Committee

Name of member	Meeting Dates
D Maritz (Chairperson)	30 July 2015 18 August 2015 22 September 2015 22 October 2015 10 November 2015 22 January 2016 09 February 2016 10 March 2016 18 May 2016 14 June 2016
EP De Villiers (Deputy Chairperson)	
J Du Toit	
L Esau	
T Fortuin	
F Guga	
I Kritzing	
G Niehaus	
M Nyakati	
L Qupe	
I Stemela	

Table 23: Human Resources Portfolio Committee 2015/16

Civil Engineering Services and Transport Portfolio Committee:

Name of member	Meeting Dates
M Naik (Chairperson)	11 August 2015 – Special Meeting 22 September 2015 22 October 2015 24 November 2015 28 January 2016 03 March 2016 30 March 2016
HJ Jones (Deputy Chairperson)	
N E Dlephu	
T Fortuin	
W T Harris	
M E F Kleynhans	
D Maritz	
GMV Sihoyiya	
M Viljoen	

Table 24: Civil Engineering Services and Transport Portfolio Committee 2015/16

Environmental Affairs and Sport Portfolio Committee:

Name of member	Meeting Dates
EP De Villiers (Chairperson)	23 July 2015 25 August 2015 30 September 2015 20 October 2015
WT Harris (Deputy Chairperson)	
CM Remas	
N Dlephu	

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Name of member	Meeting Dates
G Macclune	17 November 2015
J Thanda	28 January 2016
L Van Wyk	25 February 2016
A Van Zyl	15 March 2016
M Viljoen	26 April 2016
A Wildeman	31 May 2016

Table 25: Environmental Affairs and Sport Portfolio Committee 2015/16

Electro-technical Services Portfolio Committee:

Name of member	Meeting Dates
WT Harris (Chairperson) (until 13 June 2016)	01 July 2015 – Special Meeting 30 July 2015 27 August 2015 22 October 2015 10 November 2015 24 November 2015 – Special Meeting 17 March 2016 26 May 2016 14 June 2016
Z Moyi (Chairperson) (from 14 June 2016)	
M E F Kleynhans (Deputy Chairperson)	
NE Dlephu	
M D Gingcana	
HJ Jones	
N F Kamte	
LN Qupe	
C M Remas	
M Viljoen	

Table 26: Electro-Technical Services Portfolio Committee 2015/16

Human Settlements Portfolio Committee:

Name of member	Meeting Dates
HJ Jones (Chairperson)	21 July 2015 19 August 2015 08 September 2015 (Special) 17 September 2015 21 September 2015 12 November 2015 21 January 2016 10 February 2016 (Special) 11 February 2016 16 March 2016 03 June 2016
GJ Stander (Deputy Chairperson)	
C Bob	
BM Cornelius	
P De Swardt	
H Ingo	
R Lombaard	
G Niehaus	
B Petrus	
C Remas	

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Name of member	Meeting Dates
I Stemela	

Table 27: Human Settlements Portfolio Committee 2015/16

Community Safety Portfolio Committee:

Name of member	Meeting Dates
I Kritzinger (Chairperson)	23 July 2015
GC Niehaus (Deputy Chairperson)	25 August 2015
E De Villiers	30 September 2015
S Mekana	20 October 2015
M Naik	17 November 2015
C Neethling	28 January 2016
M Nyakati	15 February 2016
B Salmani	15 March 2016
P Van Der Hoven	26 April 2016
	31 May 2016
	15 June 2016

Table 28: Community Safety Portfolio Committee 2015/16

Social & Library Services / Community Development, Rural and Library Services Portfolio Committee:

Name of member	Meeting Dates
MEF Kleynhans (Chairperson)	
J Du Toit (Deputy Chairperson)	
BM Cornelius	28 July 2015
H Ingo	19 August 2015
I Kritzinger	29 September 2015
P Leholo	20 October 2015
G Macclune	18 November 2015 (Joint meeting)
S Mekana	26 November 2015
C Remas	28 January 2016
G Sixolo	25 February 2016
I Stemela	23 March 2016
	25 April 2016

Table 29: Social & Library Services / Community Development, Rural and Library Services Portfolio Committee 2015/16

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Planning Portfolio Committee:

Name of member	Meeting Dates
G Stander (Chairperson)	21 July 2015 19 August 2015 17 September 2015 21 October 2015 12 November 2015 21 January 2016 11 February 2016 16 March 2016 03 June 2016
D Maritz (Deputy Chairperson)	
C Bob	
B Cornelius	
P H De Swardt	
W Harris	
H Jones	
M Naik	
M Nyakati	
N Kom	
R Lombaard	

Table 30: Planning Portfolio Committee 2015/16

Corporate Services Portfolio Committee:

Name of member	Meeting Dates
I Stemela (Chairperson)	30 July 2015 18 August 2015 22 September 2015 22 October 2015 10 November 2015 22 January 2016 09 February 2016 10 March 2016 18 May 2016 14 June 2016
EP De Villiers (Deputy Chairperson)	
NE Dlephu	
LS Hayward	
D Maritz	
M Naik	
F Z Ntozini	
T Teyisi	
A J Van Zyl	
M Viljoen	

Table 31: Corporate Services Portfolio Committee 2015/16

Finance Portfolio Committee:

Name of member	Meeting Dates
L Van Wyk (Chairperson)	28 July 2015
P De Swardt (Deputy Chairperson)	27 August 2015

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Name of member	Meeting Dates
B Cornelius	01 October 2015
W Harris	29 October 2015
I Kritzing	26 November 2015
D Maritz	26 January 2016
M Naik	23 February 2016
I Stemela	06 April 2016
P Van Der Hoven	26 April 2016
C Williams	

Table 32: Finance Portfolio Committee 2015/16

Strategic Services Portfolio Committee:

Name of member	Meeting Dates
D Maritz (Chairperson)	
LD Van Wyk (Deputy Chairperson)	
FS Guga	
WT Harris	15 October 2015
LS Hayward	18 November 2015 – Joint Meeting
GC Niehaus	20 November 2015
C Neethling	15 June 2016
NL Qupe	
JS Thanda	
M Viljoen	

Table 33: Strategic Services Portfolio Committee 2015/16

2.2 Administrative Governance Structure

The Municipal Manager is the Accounting Officer of the municipality. He is the head of the administration and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his Management Team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
T Botha	Municipal Manager	Yes
H Basson	Director: Civil Engineering Services	Yes

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Name of Official	Department	Performance agreement signed
		(Yes/No)
S Erasmus	Director: Human Settlement, Land Affairs and Planning	Yes
K Jordaan	Director: Financial Services	Yes
K Grunewald	Director: Electro-Technical Services	Yes
S James	Acting Director: Community Safety Services	No
EM Rankwana	Director: Corporate Services	Yes

Table 34: Administrative Governance Structure

Component B: Intergovernmental Relations

2.3 Intergovernmental Relations

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another; inform and consult one another on matters of common interest; coordinate their actions, adhering to agreed procedures and avoid legal proceedings against one another.

2.3.1 Intergovernmental Structures

To adhere to the principles of the Constitution as mentioned above the municipality participates in the following intergovernmental structures:

- ❖ Municipals Managers Forum
- ❖ Premiers Coordinating Forum
- ❖ SALGA Working Groups
- ❖ IDP Managers Forum
- ❖ LED Managers Forum
- ❖ SCM Forum
- ❖ IWM Forum
- ❖ IDP Indaba's
- ❖ Provincial Public Participation and Communication Forum (PPPCOM)
- ❖ IDP Working Group
- ❖ Provincial Skills Development Forum
- ❖ HR Practitioner's Forum

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❖ HR Working Group Meeting

2.3.2 Joint projects and functions with Sector Departments

All the functions of government are divided between the different spheres namely National, Provincial and Local. The municipality therefore share their area and community with other spheres of government and their various sector departments and has to work closely with National and Provincial departments to ensure the effective implementation of various projects and functions. The table below provides detail of such projects and functions:

Name of Project/ Function	Expected Outcome/s of the Project	Sector Department/s involved	Contribution of Sector Department
National War on Poverty	Reduce poverty in identified poorest wards in municipal area.	National Department of Rural Development.	Established steering committee with municipality and other provincial sector departments.
Provincial Monitoring and reporting in terms of Section 81 of the Local Government Municipal Property Rates Act.	To develop a collective capacity to deal effectively with the MPRA.	Directorate Municipal Support and Capacity (Provincial Treasury).	MPRA Focus Group.
George Integrated Public Transport Network (GIPTN)			

Table 35: Joint projects and functions with Sector Departments

Component C: Public Accountability

Section 16 (1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) stipulates that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Furthermore, Section 18 (1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) requires a municipality to provide its community with information concerning municipal governance, management and development.

Such participation is required in terms of:

- ❖ The preparation, implementation and review of the IDP;
- ❖ Establishment, implementation and review of the performance management system;
- ❖ Monitoring and review of the performance, including the outcomes and impact of such performance; and
- ❖ Preparation of the municipal budget.

2.4 Ward Committees

The purpose of a ward committee is:

- ❖ To get better participation from the community to inform council decisions;
- ❖ To make sure that there is more effective communication between the Council and the community; and
- ❖ To assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the Council. These committees play a very important role in the development and annual revision of the IDP of the area.

The ward committees support the ward councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

1. The following tables indicate the names of the members of the ward committees and their meeting dates:

Note: (M): Minutes available; (AR): Only attendance registers available

Ward 1: Blanco, Fancourt

Name of representative	Capacity representing	Date of meetings
M Naik	Councillor	3 August 2015 (M) 2 November 2015 (M) 24 February 2016 (M) 18 May 2016 (M)
S Crowley	Education	
N Wolmarans	Business	
C Laws	Health & Welfare	
J Säfers	Safety & Security	
C Carolus	Sport	
N Delport-Ragadu	Senior Citizens	
W Jansen	Religious Groupings	
A Kaffoen	Environment	

Table 36: Ward 1 Committee Meetings

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Ward 2: Denneoord , Fernridge, Bo-dorp

Name of representative	Capacity representing	Date of meetings
C Neethling	Councillor	3 August 2015 (M) 22 February 2015 (M) 2 November 2016 (M) 23 May 2016 (M)
CD Ralston	Senior Citizens	
A Lambrechts	Health & Welfare	
B Uys	Religious Groupings	
W Barkhuizen	Culture	
G Theron	Woman	
W Hopley	Safety	

Table 37: Ward 2 Committee Meetings

Ward 3: Earls Court, Glen Barry, Heather Park, Heatherlands, Kingswood

Name of representative	Capacity representing	Date of meetings
E P De Villiers	Councillor	17 August 2015 (M) 9 November 2015 (M) 15 February 2016 (M) 9 May 2016 (M)
E H Stroebel	Safety & Security	
Jan-Erik Swart	Culture	
F A van der Merwe	Home Owners Ass	
E Dreyer	Religious Groupings	
G Weinmann	Woman	
D Calitz	Golf Estates	
J Young	Sport	

Table 38: Ward 3 Committee Meetings

Ward 4: Kleinkrantz, Kraaibosch, Wilderness, Hoekwil, Touwsrante

Name of representative	Capacity representing	Date of meetings
LD van Wyk	Councillor	3 August 2015 (M) 2 November 2015 (M) 8 February 2016 (M) 9 May 2016 (M)
N Ewing	Ratepayers Associations	
W J Smit	Senior Citizens	
C Buys	Youth	
Q Simons	Safety & Security	
J Pratt	Tourism	
S Branford	Conservancies	

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Name of representative	Capacity representing	Date of meetings
C Appels	Touwsrante Community	
P Klein	Sport	

Table 39: Ward 4 Committee Meetings

Ward 5: Le Vallia, Bergsig, Bo-dorp, Molenrivier-rif, Portion of Denneoord and Eastern Extension (1- 5th street)

Name of representative	Capacity representing	Date of meetings
LBC Esau	Councillor	4 August 2015 (M) 24 November 2015 (M) 18 February 2016 (M) 5 May 2016 (M)
C Linford	Culture	
AH Jacobs	Education	
H Pienaar	Environment	
RL van Wyk	Sport	
CI Krog	Tourism	
JR Barnes	Youth	
PD Louw	Senior Citizens	

Table 40: Ward 5 Committee Meetings

Ward 6: Rosemoor, Protea Park, Urbansville, Portion of Le Vallia,

Name of representative	Capacity representing	Date of meetings
H Ingo	Councillor	17 August 2015 (M) 19 November 2015 (M) 8 February 2016 (M) 9 May 2016 (M)
M Hessie	Business	
J Pretorius	Disabled	
I Pietersen	Women	
D Jantjies	Welfare & Health	
M Korsten	CBO	
LDS Lass	Education	
G Olyn	Housing	

Table 41: Ward 6 Committee Meetings

Ward 7: Lawaaiikamp, Maraikamp

Name of representative	Capacity representing	Date of meetings
F Z Ntozini	Councillor	12 August 2015 (M)
E Moshabi	Health & Welfare	9 November 2015 (M)

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Name of representative	Capacity representing	Date of meetings
S Madumane	Youth	15 February 2016 (M) 9 May 2016 (M)
K A Khumalo	Business	
A Gcinilizwe	Sport	
S Rooiland	Religious Groupings	
TM Dyasi	Disabled	

Table 42: Ward 7 Committee Meetings

Ward 8: Parkdene, Ballotsview

Name of representative	Capacity representing	Date of meetings
C Standers	Alderman	19 September 2015 (M) 19 November 2015 (M) 25 February 2016 (M) 18 May 2016 (M)
H Swartbooi	Community Safety	
A Amas	Religious Groupings	
E Meyer	Senior Citizens	
S Laws-Klaasen	Women	
E Munro	Youth	
B Robertson	Education	

Table 43: Ward 8 Committee Meetings

Ward 9: Thembaletu

Name of representative	Capacity representing	Date of meetings
T Teyisi	Councillor	7 August 2015 (M) 3 November 2015 (M) 18 February 2016 (M) 12 May 2016 (M)
S September	Community Safety	
A Hans	Women	
K Nikani	Youth	
M Mahambehla	Environmental	
K Lose	Disabled	
T Boyana	Co-opted	
SE Lumkwana	Co-opted	

Table 44: Ward 9 Committee Meetings

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Ward 10: Themba lethu

Name of representative	Capacity representing	Date of meetings
MD Gincana	Councillor	26 August 2015 (M) 12 November 2015 (M) 22 February 2016 (M) 16 May 2016 (M)
B Henge	Education	
S Msutu	Women	
V Dywili	Youth	
W Mnuku	Business	
N AfrikaMadela	Culture	
NJ Mlanga	Senior Citizens	
Z Blau	Community Safety	

Table 45: Ward 10 Committee Meetings

Ward 11: Themba lethu

Name of representative	Capacity representing	Date of meetings
NF Kamte	Councillor	3 August 2015 (M) 2 November 2015 (M) 23 February 2016 (M) 17 May 2016 (M)
A Noko	Community Safety	
CZ Sithetshe	Business	
S Ndzimba	Senior Citizens	
SC Mathys	Youth	
P Tsoloane	Women	
Z Toto	Co-opted	
T Baleni	Co-opted	

Table 46: Ward 11 Committee Meetings

Ward 12: Themba lethu

Name of representative	Capacity representing	Date of meetings
GN Jantjies	Councillor	10 September 2015 (M) 5 November 2015 (M) 1 March 2016 (M) 18 May 2016 (M)
K Ndwenkuku	CBO	
X Gunuza	Culture	
L Gela	Environment	
J Gom	Woman	
Z Mzana	Religious	

Table 47: Ward 12 Committee Meetings

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Ward 13: Thembaletu

Name of representative	Capacity representing	Date of meetings
B Salmani	Councillor	7 September 2015 (M) 16 November 2015 (M) 10 February 2016 (M) 23 May 2016 (M)
S Mazibuko	Religious Groupings	
I Lucas	Sport	
C Lucas	Women	
S Mbune	Business	
T Leholo	Community Safety Forums	
G M Onga	Co-opted	
P Mankonkwana	Co-opted	
SG Ndondlo	Co-opted	

Table 48: Ward 13 Committee Meetings

Ward 14: Erf 325, Pacaltsdorp, Andersonville, Seaview, Europe, Noord Straat

Name of representative	Capacity representing	Date of meetings
C Remas	Councillor	2 August 2015 (M) 16 November 2015 (M) 9 February 2016 (M) 3 May 2016 (M)
B Klassen	Youth	
A Meyer	CBO	
J April	Community Safety	
J Klassen	Agriculture & Business	
S Herman	Senior Citizens	
R Deyce	Woman	
J F Van Hansen	Sport	

Table 49: Ward 14 Committee Meetings

Ward 15: Thembaletu

Name of representative	Capacity representing	Date of meetings
F S Guga	Councillor	12 August 2015 (M) 11 November 2015 (M) 8 February 2016 (M) 5 May 2016 (M)
Z Damster	CBO	
V Gwejela	Agricultural	
P Gege	Women	
M Beba	Community Safety	

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Name of representative	Capacity representing	Date of meetings
ON Gwangqa	Co-opted	

Table 50: Ward 15 Committee Meetings

Ward 16: New Dawn Park

Name of representative	Capacity representing	Date of meetings
H J Jones	Councillor	20 August 2015 (M) 12 November 2015 (M) 8 February 2016 ((M) 9 May 2016 (M)
A Heynse	Health & Welfare	
S Louw	Religious Groupings	
J Rondganger	Sport	
R Patterson	Women	
M River	Community Safety	
C Noble	Business	
C Daman	Youth	
Y Ambraal	CBO	

Table 51: Ward 16 Committee Meetings

Ward 17: Conville, Rosemoor, Convent Gardens, Mary's View, Urbansville (Hurter Street)

Name of representative	Capacity representing	Date of meetings
D Maritz	Councillor	12 August 2015 (M) 4 November 2015 (M) 22 February 2016 (M) 10 May 2016 (M)
M Adams	Health & Welfare	
J Ambraal	Religious Groupings	
B A Schoeman	Senior Citizens	
P Foster	Women	
M Greeff	Culture	
H Clark	CBO	
C Micheals	Safety (Sector Crime Forum)	

Table 52: Ward 17 Committee Meetings

Ward 18: Genevafontein, Loeriepark, Tweerivieren

Name of representative	Capacity representing	Date of meetings
G C Niehaus	Councillor	5 August 2015 (M)
A Joubert	Business	4 November 2015 (M)

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Name of representative	Capacity representing	Date of meetings
S Volkwyn	Community Safety	10 February 2016 (M) 4 May 2016 (M)
B van Ginkel	Environment	
C Neuhooff	Religious Groupings	
M Pienaar	Media	
M Niehaus	Women	
SP Apollis	Youth	
A Storm	Senior Citizens	

Table 53: Ward 18 Committee Meetings

Ward 19: George Sentraal , George South, Dormehlsdrift, King George

Name of representative	Capacity representing	Date of meetings
IC Kritzinger	Councillor	6 Augustus 2015 (M) 5 November 2015 (M) 5 February 2016 (M) 17 May 2016 (M)
J Jacobs	Health	
R Schubert	Environment	
B S Redelinghuys	Religious	
P Nel	Safety & Security	

Table 54: Ward 19 Committee Meetings

Ward 20: Borchards

Name of representative	Capacity representing	Date of meetings
M Draghoender	Alderman	24 August 2015 (M) 17 November 2015 (M) 12 April 2016 (M) 17 May 2016 (M)
J October	Disabled	
A Windwaai	Environment	
J Muller	Education	
R Windwaai	Business	
S Fredericks	Youth	
L Ali	Business	
G Johannes	Co-opted	

Table 55: Ward 20 Committee Meetings

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Ward 21: Thembaletu

Name of representative	Capacity representing	Date of meetings
J S Thanda	Councillor	8 September 2015 (M) 10 November 2015 (M) 25 February 2016 (M) 19 May 2016 (M)
B Baliti	Health & Welfare	
S Patrein	Youth	
M Ngonyama	Education	
S Nkata	Environment	
A Maneer	Women	
N Mpumlo	Arts & Culture	

Table 56: Ward 21 Committee Meetings

Ward 22: Bo-dorp, Camphersdrift, Rural Areas, Diepkloof, Sinksabrug, Waboomskraal, Herold, Geelhoutboom, Hoogekraal

Name of representative	Capacity representing	Date of meetings held during the year
P H de Swardt	Alderman	4 August 2015 (M) 10 November 2015 (M) 9 February 2016 (M) 25 May 2016 (M)
A Barnard	Agriculture	
D Windsor	Community Safety	
H Claasen	Education	
J Windvogel	Health & Welfare	
JS van der Walt	Religious Groupings	
M Andrag	Sport	
N Reimann	Tourism	
D Bruiners	Women	
D de Kock	Agriculture	

Table 57: Ward 22 Committee Meetings

Ward 23: Delville Park, Groenewyde Park, Herolds Bay, Buffelsfontein, Oubaai, Hansmoeskraal, Syferfontein, Rooirivierrif, Le Grande, Bos en Dal

Name of representative	Capacity representing	Date of meetings
G J Stander	Councillor	24 August 2015 (M)
H Williams	CBO	16 November 2015 (M)

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Name of representative	Capacity representing	Date of meetings
HA du Plessis	Ratepayers	18 February 2016 (M) 12 May 2016 (M)
S Gericke	Agriculture	
C A Steyn	Environmental Affairs	
A Skippers	Youth	
J C Kotze	Co-opted	
S Farmer	Business	

Table 58: Ward 23 Committee Meetings

Ward 24: Haarlem, Ongelegen, Avontuur, Noll (including surrounding areas)

Name of representative	Capacity representing	Date of meetings
A M Wildeman	Councillor	21 September 2015 (M) 16 November 2015 (M) 22 March 2016 (M)
J Arendse	New farmers	
D van Zyl	Business	
M Brinkhuis	Community Safety	
M J du Preez	Sport & Culture	
E Edwards	Environment & Tourism	
C R Fortuin	Religious Groupings	

Table 59: Ward 24 Committee Meetings

Ward 25: Uniondale, Ezeljacht, Rooirivier, (including surrounding areas)

Name of representative	Capacity representing	Date of meetings
MEF Kleynhans	Councillor	17 August 2015 (M) 9 November 2015 (M) 8 February 2016 (M) 2 June 2016 (M)
WA Decelly	Business	
A Tarentaal	CBO	
R Britz	Education	
J Esau	Sport	
S Human	Welfare	
L Howell	Agriculture	
J Fry	Youth	
P Philiso	Community Safety	
S Arends	Health	

Table 60: Ward 25 Committee Meetings

Component D: Corporate Governance

Corporate governance is a set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among many stakeholders involved and the goals for which the institution is governed.

2.5 Risk Management

To maintain an overall positive perception of the municipality and confidence in the municipality from the public and other stakeholders, well planned goals and objectives should be coordinated and achieved within the municipality. Section 62(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) stipulates that the Accounting Officer must take all reasonable steps to ensure that the municipality has and maintains an effective, efficient and transparent system of financial and risk management and internal control as well as the effective, efficient and economical use of the resources of the municipality. The municipality has instituted such a systematic and formalized process in order to identify, assess, manage and monitor risks which effectively ensures achievement of those planned goals and objectives. Thus, risk management is essentially a good governance measure instituted to ensure the municipality accomplish its vision, mission and strategic plans.

The municipality has an approved risk management policy, framework and implementation plan as approved by council on 25 February 2015. The policy is reviewed annually.

The risk management function is facilitated internally by the Deputy Director: Internal Audit to ensure the following functions are performed:

- ❖ Assisting Management to develop the risk management policy, strategy and implementation plan;
- ❖ Coordinate risk management activities;
- ❖ Facilitating identification and assessment of risks;
- ❖ Recommending risk responses to management; and
- ❖ Facilitating risk reporting.

2.5.1 Risk Assessment Process

The Risk Management Toolkits were improved and re-aligned to the Strategic Goals and Top Layer KPIs 2015/2016. Quarterly risk assessment and reporting processes, which include the following, took place:

Risk owners have updated the risk registers and reported on, amongst others:

- Additional risks added to the risk register,
- Risks deleted from the risk registers,

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Changes processed relating to risks,

Risks that materialised,

Risks that should be escalated to the Municipal Manager, Audit Committee and Council, and

Top risks.

Six Monthly Risk Management Reports (which incorporate the above-mentioned aspects) are compiled by the Risk Champions for discussion, reviewed and approved.

The Risk Reports and Risk Management Toolkits are submitted to the Deputy Director: Internal Audit for review and reporting.

The risks identified were classified into high, medium and low risks to determine the inherent risk (impact risk has before taking controls into consideration). The risk rating is determined by 5 X 5 risk matrix. The following illustration represents the municipality's risk matrix:

Likelihood	Impact				
	Insignificant	Minor	Moderate	Major	Critical
Common	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Moderate	Low	Low	Medium	Medium	High
Unlikely	Low	Low	Low	Medium	Medium
Rare	Low	Low	Low	Low	Low

Table 61: Risk Matrix

The following detail can also be, amongst others, extracted from the Risk Management Toolkit and is quarterly reported on:

Comparison between current and previous risk profile:

Inherent and Residual Risks

Implementation status of controls/action plans

Changes in risk profile

Number of risks

Identification of new risks

Identification of risks no longer applicable

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Changes according to monitoring fields

Current risk profile

Inherent and Residual Risks

Risks linked to IDP Objectives

Risk Categories

Risk Strategies

Control Types

Implementation status

Perceived control effectiveness

Materialisation and escalation of risks

Risks that materialized

Risks that should be escalated

Top risks

2.5.2 Top Strategic Risks for the Municipality

As part of the risk assessment management identified current controls which mitigate the inherent risks identified. After considering controls, the identified risks will receive a residual risk.

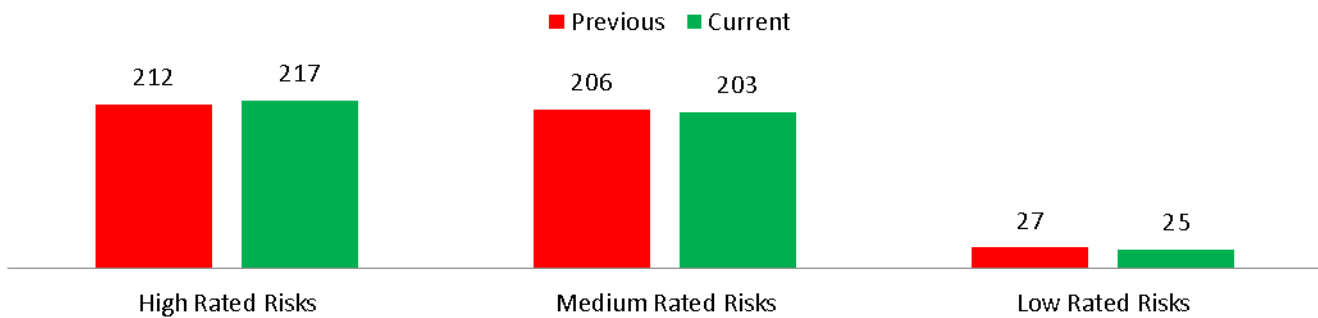
After the residual risks have been determined it will be categorized again according to high, medium and low risks, where management determined which of the residual risk required further actions to mitigate the residual risk to lessen the severity of the risk identified.

The risk profile, relating to the number of inherent and residual risks (in comparison with the previous year) is reflected below:

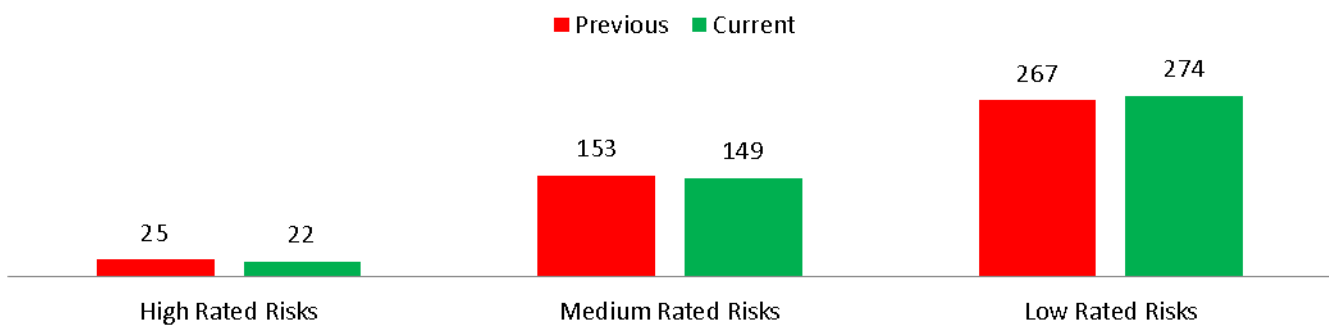
2014/2015 (June 2015)					2015/2016 (December 2015)				
Risk Categories	Inherent	Inherent	Residual	Residual	Risk Categories	Inherent	Inherent	Residual	Residual
High Rated	212	48%	25	6%	High Rated	217	49%	22	5%
Medium Rated	206	46%	153	34%	Medium Rated	203	46%	149	33%
Low Rated	27	6%	267	60%	Low Rated	25	6%	274	62%
Total	445	100%	445	100%	Total	445	100%	445	100%

Table 62: Risk Profile

Inherent Risks: Comparison between previous and current risk profile



Residual Risks: Comparison between previous and current risk profile



2.5.3 Top Ten Risks

The 2015/16 Top 10 Institutional Risks were reviewed and updated through a collaborative process. The updated list of Top 10 institutional risks are as follows:

Ranking	Description
1	Inadequate standard of service delivery
2	Maintaining infrastructure
3	Financial Viability
4	Safety and security. Especially with reference to GIPTN roll-out.
5	Dissatisfaction of the community also linked to the upcoming local government elections.
6	Poor level of compliance with specific reference to mSCOA
7	Weaknesses in governance and accountability
8	Deficiencies in staff skills and capacity.

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Ranking	Description
1	Inadequate standard of service delivery
2	Maintaining infrastructure
3	Financial Viability
9	Inefficient investment in Capex .
10	Increasing indigents and poverty

Table 63: Top Ten Risks

2.6 Anti-Corruption and Anti-Fraud

Section 83(1)(c) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) emphasises the implementation of competitive bidding to minimise the possibility of fraud and corruption. Furthermore, Section 112(1)(m) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) stipulates that the accounting officer must take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices.

2.6.1 Developed Strategies

Name of strategy	Developed Yes/No	Date Reviewed
Anti-Corruption and Anti-Fraud Strategy	Yes	25 February 2015
Whistle blowing policy	Yes	25 February 2015

Table 64: Strategies: Anti-corruption and Anti-fraud

The structural strategies according to the Anti-Fraud and Anti-Corruption Strategy and Implementation Plan include the establishment of an Anti-Fraud and Anti-Corruption Committee that will oversee the approach of the Municipality to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. The Section 80 Finance Committee fulfils this role.

2.7 Audit Committee

The Municipality Audit Committee, appointed in terms of Section 166(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), has also been appointed as the Performance Audit Committee.

Section 166(2) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) states that an audit committee is an independent advisory body which must –

- (a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

Internal financial control and internal audit;

Risk management;

Accounting policies;

The adequacy, reliability and accuracy of financial reporting information;

Performance management;

Effective governance;

Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

Performance evaluation; and

Any other issues referred to it by the municipality.

2.7.1 Functions of the Audit Committee

The Audit Committee have the following main functions as prescribed in Section 166 (2) (a-e) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) which is further supplemented by the Local Government Municipal and Performance Management Regulation, 2001, as well as the approved Audit Committee Charter:

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the Council on any issues raised by the Auditor-General in the audit report.
- To carry out such investigations into the financial affairs of the municipality as the council may request.
- Perform such other functions as may be prescribed.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

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2.7.2 Members of the Audit Committee

Name of representative	Capacity	Meeting dates
J Stoffels (JS)	Chairperson	27 August 2015 (JS, AP, WO) 18 September 2015 (JS, AP, WO) 9 October 2015 (JS, AP, WO) 27 November 2015 (JS, AP, CK) 29 January 2016 (JS, AP, CK) 18 March 2016 (JS, AP, CK) 27 May 2016 (JS, AP, CK, SQ)
A Potgieter (AP)	Member	
W Olivier (WO)	Member	
C Kritzing	Member	
S Qumana	Member	

Table 65: Members of the Audit Committee

2.7.3 Municipal Audit Committee Recommendations

Formal reports containing recommendations to address control weaknesses are submitted to Council and the Audit Committee regularly follow up with Internal Audit and Management on the state of corrective action implemented. Furthermore, the Audit Committee also provides comments on various internal and external reports.

The following recommendations by the committee were, *inter alia*, approved by the Council.

Date of meeting	Committee recommendations during 2015/2016
27 August 2015 & 18 September 2015	<ul style="list-style-type: none"> Communications by the Chairperson: Council to take note of the concerns raised by the Audit Committee relating the disruption of the Bid Adjudication Committee meeting held on 27 August 2015, the lack of filling the IT Manager position as well as the alleged false academic qualifications presented by employees. Human resources: Council to take note of the concerns raised by the Audit Committee with reference the financial implications relating to acting functions being included in job descriptions that have been approved. Further consideration to be given to the approval of the organogram. Performance Management: The capacitation of the Performance Management section to be addressed as a matter of urgency. Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested.
9 October 2015	<ul style="list-style-type: none"> Communications by the Chairperson: Council to take note of the concerns raised by the Audit Committee relating the attendance of officials invited to attend the meetings and the lack of response by the Municipal Manager to instruct the Director: Corporate Services to attend the Audit Committee meeting. Human resources: Council to take note of investigations relating to the filling of the IT Manager vacancy, the advertisement of the Deputy Director: Strategic Services and false academic qualifications.

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Date of meeting	Committee recommendations during 2015/2016
	<ul style="list-style-type: none"> • Auditor-General: Council to take note that the AG reported the external audit to be on track. • Municipal Reporting in terms of Section 52, 71 and 72 of the MFMA: Council to take note that the municipality needs to address the social aspects relating to officials that are “living on overtime”. • Information Technology: Council to take note that the IT report with management responses will be distributed to the Audit Committee and that the lack of an IT Manager could be considered as the root cause of the findings. • Performance Management: The capacitation of the Performance Management section to be addressed as a matter of urgency. • Risk Management: Council to inspect the Reputational Risk section in the Risk Management Policy. • Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested.
27 November 2015	<ul style="list-style-type: none"> • Communications by the Chairperson: Council to take note of the concerns raised by the Audit Committee relating the lack of attendance of the meetings by the Municipal Manager, the performance evaluations of the Section 56 employees, the manner in which the Bid Adjudication Committee meeting was conducted and the concerns relating to the skills and expertise of the AG team experienced during the performance of the audit. • Information Technology: Council to take note that concerns relating to IT has been communicated within the AG Management Letter of which there are aspects that need urgent attention. • Communication of concerns to Council: Council to take note that the Audit Committee will arrange a meeting in order to establish a mechanism in order to adequately communicate concerns raised from audit reports (internal and external), as well as the communication of risk aspects from the directorates, to MayCo/Council. • Human resource: Council to take note of the investigations conducted and findings relating to the filling of the IT Manager vacancy, the advertisement of the Deputy Director: Strategic Services and false academic qualifications. • Temporary employ: Council to take note of the concerns raised relating to the appointment and contracts of temporary employees. • Auditor-General: Council to take note of the “Clean Audit outcome” received by the George Municipality. <ul style="list-style-type: none"> • Performance Management: The capacitation of the Performance Management section to be addressed as a matter of urgency. • Performance Evaluations: Council to take note of the concerns raised relating to the lack of implementation of internal audit recommendations and the high error rate relating to the

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Date of meeting	Committee recommendations during 2015/2016
	<p>accuracy of the reported performances.</p> <ul style="list-style-type: none"> • Risk Management: Council to note that the next Risk Management Committee meeting minutes will be distributed to the Audit Committee. • Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. • Combined Assurance: Council to take note of the lack of capacity to implement Combined Assurance.
29 January 2016	<ul style="list-style-type: none"> • Communications by the Chairperson Council should take note of the concerns raised by the Audit Committee relating to the timely decisions and commitment of employees to implement the electronic overtime system and the lack of communication of confidential matters by the Municipal Manager to the Audit Committee. • Information Technology: Council should take note that the IT Manager will be requested to in future attend the Audit Committee meetings as a standing invitee. • Human resources: Council should take note of the Audit Committee's concern relating to the reputational risk to the municipality with regards to employees with false academic qualification. Council to take note of the Audit Committee's concerns relating to appointments made by the municipality and request Council to request a full investigation into in this regard. • Performance Management: The capacitation of the Performance Management section to be addressed as a matter of urgency. The identification of suitable candidates is also noted • Risk Management: Council to note that the next Risk Management Committee meeting minutes will be distributed to the Audit Committee. • Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested.
18 March 2016	<ul style="list-style-type: none"> • Communications by the Chairperson: Council to take note of the concerns raised by the Audit Committee relating the functioning of the Bid Committees. • Information Technology: Council to take note that the Manager: ICT was requested to provide an assessment report on the IT environment. • mSCOA: Council to take note of the concerns raised by the Audit Committee relating the non-timely implementation of mSCOA. Council to take note that a focused oversight report with reference to the effect of non-implementation (as well as broader issues) was requested. <ul style="list-style-type: none"> • Electronic overtime system: Council to take note that a meeting will be arranged with the role-players to establish mechanism in order to implement controls, address and report on risk areas relating to electronic overtime system. • Human resources: Council to take note of the Audit Committee's concern relating to the reputational risk to the municipality with regards to employees with false academic qualifications and that the Director: Corporate Services was requested to attend the Audit Committee meeting to provide feedback in person in this regard. Council to take note of the Audit Committee's concerns relating to appointments made by the municipality and request

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Date of meeting	Committee recommendations during 2015/2016
	<p>Council to request a full investigation into in this regard.</p> <ul style="list-style-type: none"> • Risk Management: Council to note that the next Risk Management Committee meeting minutes will be distributed to the Audit Committee. • Long term financial plan: Council to note that the Long Term Financial Plan was updated and will be distributed to the Audit Committee. • Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested.
27 May 2016	<ul style="list-style-type: none"> • Communications by the Chairperson: Council to take note of the points discussed as well as the Audit Committee chairperson's request for a constructive meeting with the Municipal Manager to discuss the concerns at hand. • Additional Audit Committee members: Council to take note of the attendance of the newly appointed Audit Committee member and vacancy still to be filled. • mSCOA: Council to take note of the challenges experienced relating to the implementation of mSCOA. Council to take note that a focused oversight report with reference to the effect of non-implementation (as well as broader issues) was requested. • Bid Committees: Council to take note of the Audit Committee's concerns relating to the functioning of the Bid Committees. • Information Technology: Council to take note that the Manager: ICT was requested to provide an assessment report on the IT environment. • Electronic overtime system: Council to take note that a meeting will be arranged with the role-players to establish mechanism in order to implement controls, address and report on risk areas relating to electronic overtime system. • Risk Management: Council to note that the next Risk Management Committee meeting minutes will be distributed to the Audit Committee. • Long term financial plan: Council to note that the updated Long Term Financial Plan was distributed to the Audit Committee. • Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. • Lekgotla on Anti-Fraud and Corruption: Council to note of the concerns raised by the Audit Committee and Municipal Manager and that a Lekgotla will be arranged in this regard.

Table 66: Municipal Audit Committee Recommendations

2.8 Internal Auditing

Section 165 (2) (a), (b) and (c) of the Local Government: Municipal Systems Act, 2003 (Act 56 of 2003) requires that:

The internal audit unit of a municipality must -

- (a) prepare a risk-based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
 - (i) Internal audit;
 - (ii) Internal controls;
 - (iii) Accounting procedures and practices;
 - (iv) Risk and risk management;
 - (v) Performance management;
 - (vi) Loss control; and
 - (vii) Compliance with this Act, the annual Division of Revenue Act and another applicable legislation; and
- (c) perform such other duties as may be assigned to it by the accounting officer.

The Internal Audit (IA) function was initially outsourced to Ernst & Young. With the appointment of the Internal Audit Manager in the latter part of 2011, George Municipality's IA function has effectively changed to a co-sourced function. Risk assessments are conducted on a regular basis and informed the compilation of the 3 year rolling internal audit plan.

The results of the approved 3-year rolling internal audit plan (after amendments were processed relating to the 2015/16 financial year) are included below:

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Internal Audit Plan 2015/2016

Audit unit ref.	Audit Activity	Audit unit type	Initial Risk Assessment	Coverage by Auditor-General	2015/2016
1	Planning, reporting and quality				
1.1	Three year rolling Strategic and Operational Internal Audit Plan and costing (refer Project Management and Administration below)	MP	H	No	✓
1.2	Project Management and Administration	MP	H	No	✓
1.3	Audit Committee meetings (Attendance, Secretariat function and reporting)	MP	H	Yes	✓
1.4	Internal Audit Steering Committee meetings (Attendance, Secretariat function and Reporting)	MP	H	No	✓
1.5	Audit Quality Control (IIASA standard compliance)	MP	H	No	✓
1.6	External Audit Liaison	MP	H	Yes	✓
2	Risk Management and Risk Assessments				
2.1	Risk Management and Risk Assessments (Assistance) (Risk Management Plan & Fraud Prevention Plan)	TS	H	Yes	✓
2.2	Risk Universe (Assistance) (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	Yes	✓
3	Routine transversal projects				
3.1	Performance Management System and Organisational Structure	TS	H	Yes	✓
3.2	Management Letter Point Follow-up (To be done as separate project, however also done as part of recurring projects in the meantime)	RPI	H	No	✓
3.3	Relevant Legislation (MSA, MFMA, DoRA, etc.) (To be done Internally, Relevant legislation also considered during each Internal Audit project)	TS	H	Yes	✓
3.4	Quarterly Cash Counts (Including Revenue collection by Council and Petty Cash)	RPI	H	Yes	✓
3.5	Annual Cash Count (Including Revenue collection by Council and Petty Cash)	RPI	H	Yes	✓
3.6	Annual Stock Count	BP	H	Yes	✓
4	Divisions				
4.1	Civil Engineering Services				
4.1.1	George Integrated Public Transport Network (GIPTN)	BP	H	Yes	✓
	Risk Management related:				
4.1.2	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.1.3	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓
4.2	Community Services, Corporate Services, Municipal Manager, Executive Mayor and Human Settlements, Land Affairs and Planning				
4.2.1	Risk Management related:				
4.2.1.1	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.2.1.2	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓

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4.2.2	Community Services				
4.2.2.1	Legal Procedures, Fines and Summonses	BP	H	Yes	✓
4.2.3	Corporate Services				
4.2.3.1	Human Resources Administration (Including Training & Development)	BP	H	Yes	✓
4.2.3.2	Leave Terminations	TS	H	Yes	✓
4.2.4	Office of Municipal Manager & Executive Mayor				
4.2.4.1	Performance Management System - Directors' POE testing (Incorporated into PMS Quarter 4)	TS	H	Yes	✓
4.2.4.2	IDP, SDBIP and Strategic Planning (Refer Performance Management System and Organisational Structure above)	TS	H	Yes	✓
4.2.4.3	Policies and Procedures (Considered as part of each area audited)	TS	H	Yes	✓
4.3	Electro Technical Services				
	Risk Management related:				
4.3.1	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.3.2	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓

Audit unit ref.	Audit Activity	Audit unit type	Initial Risk Assessment	Coverage by Auditor-General	2015/2016
4.4	Financial Services				
4.4.1	Internal Control Testing Follow-up	TS	H	No	✓
4.4.2	Financial Statement Review	BP	H	Yes	✓
4.4.3	Cash Management (Refer Quarterly and Annual Cash Counts)	BP	H	No	✓
4.4.4	Tariff Listing (Including Assessment rates & valuations)	BP	H	Yes	✓
4.4.5	Prepaid Electricity (Including Revenue Collection by third parties)	BP	H	Yes	✓
4.4.6	Water Consumption	RPI	H	Yes	✓
4.4.7	Assessment Rates and Valuations (Refer Tariff Listing above)	BP	H	Yes	✓
4.4.8	Stock Management (Refer Annual Stock count under Routine Transversal Projects)	BP	H	No	✓
	Risk Management related:				
4.4.9	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.4.10	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓

Key to audit unit types:

- MP - Management process
- TS - Transversal system
- BP - Business process
- RPI - Routine Project Item

Table 67: 3 Year Internal Audit Plan

Relating to and during the 2015/2016 financial year the following Internal Audit reports were issued:

No	Internal Audit Reports issued
1	Termination of employment 201
2	Performance Management System Quarterly Reporting 2014/2015 (Quarter 3)

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No	Internal Audit Reports issued
3	Supply Chain Management FY15
4	Annual cash counts 2014/2015
5	Termination of employment 202
6	Annual Stock Count: FY15
7	Auditor-General Clean Audit Management Letter Point Follow-up: FY15
8	Presentation and disclosure review on the draft Annual Financial Statements template of George Municipality for the year ended 30 June 2015
9	Six Monthly Risk Reporting 2014/2015 (Quarters 3 & 4)
10	Performance Management System - Directors' Portfolios of Evidence (2014/2015)
11	Termination of employment 203
12	Human Resources Administration FY15
13	Water Consumption FY16: Fluctuations and anomalies for the period 1 July 2014 to 30 June 2015
14	Consumption of water for the period 1 July 2014 to 30 June 2015
15	Quarterly Cash Counts: Quarter 2 of 2015/2016
16	Termination of employment 204
17	Tariff Listing FY15 and Management Letter Point follow-up
18	Termination of employment 205
19	Termination of employment 206
20	Termination of employment 207
21	Tariff Listing FY16
22	Quarterly Cash Counts: Quarter 3 of 2015/2016
23	Termination of employment 208
24	Legal procedure, fines and summonses FY16
25	Termination of employment 209
26	Performance Management System Quarterly Reporting 2014/2015 (Quarter 4)
27	Termination of employment 210
28	Prepaid Electricity FY15 & FY16
29	Performance Management System Quarterly Reporting 2015/2016 (Quarters 1 & 2)
30	Report: Presentation and Disclosure Review on the draft financial statements template of George Municipality for the year ended 30 June 2016
31	Performance Management System Quarterly Reporting 2015/2016 (Quarters 3)
32	Annual Cash Count (2015/2016)
33	Annual Stock Count: FY 2016

Table 68: Internal Audit Reports issued

2.9 Supply Chain Management

2.9.1 Competitive Bids in Excess of R200 000

a) Bid Committee Meetings

The following table details the number of bid committee meetings held for the 2014/2015 financial year:

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
58	56	19

Table 69: Bid Committee Meetings

b) Awards Made by the Bid Adjudication Committee

The bid adjudication committee awarded 22 bids with an estimated value of **R45 million** (excluding annual store stock bids, technical annual bids, as and when required bids and rates only bids.)

The ten highest bids awarded by the bid adjudication committee are as follows:

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
T/ING036/2015	Upgrading of the electrical works at the Outeniqua WWTW inlet works	Civil Services	Servelec (Pty) Ltd.	R5 553 104,54
T/ING010/2016	Upgrading of sport facilities (Phase 2)	Civil Services	Hyman Masterfence CC	R5 222 669,36
ENG017/2015	Thembaletu UISP Housing project, Electrification of Area 4B	Electro Technical Services	MDL Electrical Services	R5 149 656,37
ENG022/2015	Purchase of new fire truck	Electro Technical Services	Ramcom Trucks & Load Bodies CC	R2 979 088,84
DPD105/2015	Supply and delivery of building material for flood and fire damaged structures	Planning, Land Affairs & Human Settlement	Mustbuild	R2 862 000,00
BA005/2016	Purchase of IT related equipment	Corporate Services	First Technology Western Cape (Pty) Ltd	R2 770 542,00
ENG019/2015	Electrification of 184 formal settlement houses in Uniondale	Electro Technical Services	VE Reticulation (Pty) Ltd	R2 622 000,00
T/ING038/2015	Refurbishment of George reservoir roof (Old waterworks)	Civil Services	Cape Cladding Procurement (Pty) Ltd.	R2 516 840,53
ENG018/2015	Thembaletu UISP	Electro-Technical	VE Reticulation (Pty) Ltd	R2 461 623,52

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Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
	housing project, electrification of informal residential units – Phase II	Services		
T/ING034/2015	Service & Maintenance of Aerators	Civil Services	Delacom Solutions	R2 024 730,85

Table 70: Ten highest bids awarded by bid adjudication committee

c) Awards Made by the Accounting Officer

In terms of paragraph 5 (2) (a) of Council's Supply Chain Management policy, only the Accounting Officer may award a bid which is in excess of R 10 million. The power to make such an award may not be sub-delegated by the Accounting Officer.

The bids awarded by the Accounting Officer is as follows:

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
T/ING004/2016	Construction of a new 12,5ml reservoir, George Old Water treatment works	Civil Services	Urhwebo eTransand	R45 888 952,67
FIN012/2015	Raising of long term loan	Finance	Standard Bank	R21 970 000,00
T/ING053/2015	Contractor for the construction of the new inter-urban bus terminus, George	Civil Services	Carl and Brad Constructicon	R15 118 303,01
T/ING042/2015	Manufacturing and installation of bus shelters (GIPTN)	Civil Services	Marnol Projects (Pty) Ltd.	R14 812 173,90
T/ING039/2015	Upgrading of the Outeniqua WWTW Civil Works	Civil Services	KH Joint venture	R12 867 135,59
T/ING046/2015	Installation, upgrading and maintenance of traffic signals	Civil Services	TMT Services & Supplies	R11 315 266,28
COM007/2016	Contractor for the extension and renovation of Conville Library	Environmental Affairs & Community Safety	Tekeweni Civils	R3 836 166,06
T/ING037/2015	Refurbishment of George water treatment works roof	Civil Services	Cape Cladding Procurement	R2 754 705,46
T/ING033/2015	Maintenance of waste water and water purification sites and clearing of pathways to rivers	Civil Services	PJ Enterprises MMP Projects Grassworld Forest Tree Nursery Avela Construction SA Kraai	R2 280 000,00
MM001/2016	Alterations to the civic building to	Office of the Municipal	Golden Rewards 403CC	R1 085 337,00

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Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
	accommodate the new municipal court	Manager		
ENG004/2016	Installation of perimeter concrete palisade fence at Protea 66KV substation	Electro Technical Services	Gate Metal Works	R396 177,97
T/ING009/2016	Supply installation of standby Generators	Civil Services	Trimcom Africa	Rates
COM003/2015	Supply of security services	Environmental Affairs & Community Safety	World Focus Security and cleaning Services	Rates
ENG021/2015	Supply and delivery of electrical stock : Street light material and streetlight poles	Electro-technical Services	PH Marketing Park Boulevard Trading Actom Electrical Products MDL Electrical Valley Distribution CC Electrical Excellent Projects	Rates
T/ING007/2014	Contractor for the reseal of roads	Civil Services	Entsha Henra CC Martin & East (Pty) Ltd	Rates

Table 71: Awards made by Accounting Officer

d) Appeals Lodged by Aggrieved Bidders

DATE	TENDER NO	DESCRIPTION	Complainant	CONTENTS	OUTCOME
1 June 2015	Com 006/2015	Tender Conville Swembad	M Smit Enterprises	Object – Did Not Attend Site Meeting And Was Therefore Not Allowed To Tender.	Dispute Unsuccessful. Cannot Accept Tender, If Site Meeting Was Not Attended.
2 June 2015	T/Ing 007/2014	Reseal Of Roads	Amber Peek Trading	Their Envelope Was Not Correctly Marked And Therefore Tender Was Not Considered.	Not Successful – Requirement That All Envelopes Must Be Correctly Marked.
8 June 2015	Com 006/2015	Operations And Maintenance Of George Swimming Pool	A Kirkwood Konstruksie	Against A Specific Specification Regarding A Certificate Needed.	Not Successful – Certification Is Needed To Maintain Standard Of Water.
17 June 2015	FIN 004/2015	Upgrading Finance Office At Uniondale	Maree Trading	Tender Did Not Arrive On Time	Not Successful – Tender Did Not Arrive In Tender Box And Could Therefore Not Be Considered And Appeal Received Past

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DATE	TENDER NO	DESCRIPTION	Complainant	CONTENTS	OUTCOME
					The Appeal Period.
21 August 2015	COM 013/2015	Cleaning Of Private Plots With Bossiekapper	Muller Johnson	Against Awarding To Southern Ambition Silver Solutions, Magic Moppers And AP Van Zyl	Not Successful – Tenderer's Price Was Higher Than The Four Successful Tenderers.
25 August 2015	T/Ing 007/2015	Reseal Of Roads	Amber Peek Trading	Their Envelope Was Not Correctly Marked And Therefore Was Not Considered.	Not Successful – Requirement That All Envelopes Must Be Correctly Marked.
26 August 2015	T/Ing 020/2015	Refurbishment Of George Water Treatment Works	Sjw Construction Cc	Against The Cancellation Of Tender	Not Successful – Valid Reasons Were Provided Why The Tender Was Cancelled.
31 August 2015	COM 003/2015	Supply Of Security Tender For 3 Years	Star Security Services	Against The Awarding To World Focus Security And Cleaning Services	Requested Information And Decided That They Will Not Appeal.
31 August 2015	COM 003/2015	Supply Of Security Tender For 3 Years	Lvds Security Services (Pty) Ltd	Against The Awarding To World Focus Security And Cleaning Services	Not Successful – The Successful Tenderer Has A Joint Venture With Emily Moshabi Security, Which Has Applied For PSIRA Approval.
1 September 2015	Bakkie Contractor	Cleaning Of Refuse	Public Protector On Behalf Of Mr A Mlinjane	Against The Specification Of The Tender That The Vehicle Must Be Registered In His Name.	Unsuccessful – He Was Not In Possession Of A Bakkie And Could Not Provide Proof That A Bakkie Was Registered In His Name.
17 September 2015	Com 009/2015	Soup Products	Take Care Enterprises	Against Awarding Tender To Pj Enterprise, Saying That They Are Not Registered.	Unsuccessful – Successful Tenderer Was Registered On The Database.
10 November 2015	Ba 040/2015	Supply And Installation Of 2 Ovens	Vulcan Catering Equipment (Pty) Ltd	Stated That Anstro Catering Changed Their Prices And Should Have Been	Not Successful – Anstro Did Not Adjust Their Prices. They Made A Bona Fide Error On One Of The

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DATE	TENDER NO	DESCRIPTION	Complainant	CONTENTS	OUTCOME
				Disqualified.	Tender Documents.
24 November 2015	Eng 013/2015	Electrical Reticulation + Maintenance Works From 1 July 2015 Until 30 June 2017	Muller Johnson Maintenance	Against Awarding To Diskwali Fisering	Dispute Unsuccessful – The Successful Tenderer Scored The Highest Points.
17 December 2015	Com 009/2015	Soup Products	Public Protector For Take Care Enterprises	Against Awarding Tender To Pj Enterprise, Saying They Were Not Registered.	Unsuccessful – Successful Tenderer Was Registered On The Database.
18 December 2015	Fin 012/2015	Provision Of Long Term Loan	Absa	Against Awarding To Standard Bank	Unsuccessful – Standard Bank Scored The Highest Points.
9 February 2016	Dpd 109/2015	Offer To Purchase Residential Property	Mr & Mrs Ew Lett	Aggrieved That They Were Not Successful.	Unsuccessful – They Were Previous Home Owners And Could Not Qualify.
11 February 2016	Com 016/2015	Supply And Delivery Of Fire Fighting Equipment	Hamilton Hydraulics	Against Awarding To Marce	Unsuccessful - Marce Does Not Need To Be A Manufacturer, As Per The Specs And Marce Scored The Highest Points.
16 February 2016	Dpd 109/2015	Offer To Purchase Residential Property	Ms Prins	Aggrieved That She Was Not Successful For A Specific Erf.	Unsuccessful – The Other Applicant Scored The Highest Points.
22 February 2016	Dpd 109/2015	Offer To Purchase Residential Property	Mr Kevin Jansen	Aggrieved That He Was Not Successful For A Specific Erf.	Unsuccessful – His Score Was Very Low And Could Therefore Not Be Considered.
24 February 2016	Com 002/2016	Service & Maintenance Of Fire Equipment	Brent On Fire	Against The Decision To Award The Tender To Srh Fire Protection	Unsuccessful – A Local Branch Was Not Part Of The Specs, Srh Did Comply.
14 March 2016	Ting 039/2015	Upgrading Of Civil Works	Tekeweni Civils	Against Awarding To Kh Joint Venture	Unsuccessful – Kh Joint Venture Did Comply To All Specifications
14 March 2016	Ting 053/2015	Construction Of New Bus Terminus	Amber Peek Trading (Pty) Ltd	Against The Awarding To C&B Construction, Requested Information To Formulate Their Objection	Not Successful – Their Allegations Of Discrepancies In The Scoring Sheet Were Not True.

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DATE	TENDER NO	DESCRIPTION	Complainant	CONTENTS	OUTCOME
23 March 2016	Fin 17/2015	Valuers For Compilation And Maintenance Of Valuation Roll	Siyakhula Property Valuers	Against Awarding To Buy- Line Trading 109 (Pty) Ltd T/A Rhode Valuations Knysna	Not Successful – Their Prices Were The Fourth Highest Of All The Bidders.
23 March 2016	Fin 17/2015	Valuers For Compilation And Maintenance Of Valuation Roll	Skw Suid-Kaap Waardeerders	Against awarding to buy- line trading 109 (pty) ltd t/a rhode valuations knysna	Successful – skw indicated that they will make use of mun systems, did not provide proof and was penalised for it. The tender was referred back to the bec to include skw in the process.
29 March 2016	Ting 046/2015	Installation, Upgrading And Maintenance Of Traffic Signals For 3 Years	Mtdj Projects (Pty) Ltd	Against the decision of finding their tender non-responsive	Unsuccessful – they could not be evaluated as their technician did not have the relevant experience and syntell accreditation.
05 April 2016	Dpd 053/2016	Supply And Installation Of Fire Preventative Equipment At Various Creches	Mr Vernon Kella	Aggrieved that his quote was not accepted as it was submitted late	Unsuccessful – no late quotes are accepted
20 April 2016	Dpd 109/2016	Offer To Purchase Serviced Erven Andersonville	Mr De Vries	Aggrieved that he did not qualify for an erf	Unsuccessful – he had previously owned property and could not qualify for a second time
16 May 2016	Mm 001/2016	Appointment Of Contractor For Alterations Of Civil Building For Court	Golden Rewards 403 Cc	Golden reward 403 cc submitted documents late and contract was cancelled	Successful – documents were submitted within 14 working days
9 June 2016	T/ing 010/2016	Upgrading Of Sports Facilities	Ascon Civil Engineering	Hyman masterfence has a suspended cidb status	Unsuccessful - the successful tenderer's cidb certificate was active at the time of the evaluation of the tender. He was requested to provide an updated certificate
20 June 2016	Com 4/2016	Appointment Of Consulting Engineers	Ingerop Sa	The tendered prices of the successful tenderer did not adhere to the tender requirements	Successful – tender calculations were corrected and re-submitted to the bac for correct decision.
20 June 2016	Com	Appointment Of	Lyners	The tendered	Successful – tender

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DATE	TENDER NO	DESCRIPTION	Complainant	CONTENTS	OUTCOME
	4/2016	Consulting Engineers	Consulting Engineers	prices of the successful tenderer did not adhere to the tender requirements	calculations were corrected and re-submitted to the bac for correct decision.
20 June 2016	T/ing 017/2016	Supply And Delivery Of Slim Pole Collums	Arc Graphics Signmakers	They failed to fill in an affidavit to exempt them from requiring a bee certificate	Unsuccessful – did not provide b-bee information in the tender document

Table 72: Appeals Lodged by Aggrieved Bidders

e) Awards Made to Enterprises within the George Municipal Area

The following tables details the value of competitive bids awarded to enterprises within the George Municipal Area during the 2015/2016 financial year. (Excluding annual store stock bids, technical annual bids, and as and when required bids and rates only bids)

Number of contracts awarded	Percentage of contracts awarded	Value of contracts awarded
		R
16	55	86 423 221

Table 73: Bid Awards

2.9.2 Formal Written Price Quotations between R30 000 and R200 000

a) Awards Made to Enterprises within the George Municipal Area

The following tables details the value of formal written price quotations between R30 000 and R200 000 awarded to enterprises within the George Municipal area during the 2015/2016 financial year.

Number of contracts awarded	Percentage of contracts awarded	Value of contracts awarded
		R
44	72	5 886 662

Table 74: Formal written price quotations between R 30 000 and R 200 000

2.9.3 Deviation from Normal Procurement Processes

Paragraph 36 of Council's Supply Chain Management (SCM) Policy allows the Accounting Officer to dispense with the official procurement process. Deviations amounting to R15 337 322 were approved. The following table provides a summary of deviations approved for 2015/16 respectively:

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Directorate	Less than R30 000	Between R30 001 and R200 000	Between R200 001 and R2 000 000
	R		
Office of the Municipal Manager	R 742 257.04	R 1 131 686.46	R 208 161.60
Corporate Services	R 58 880.67	R 132 923.98	
Civil Engineering Services	R 524 034.01	R 3 252 415.71	R 3 919 214.57
Electro-Technical Services	R 744 670.97	R 1 822 300.01	R 482 660.53
Environmental Affairs and Community Services	R 764 847.82	R 896 218.12	
Human Settlements, Land Affairs and Planning	R 74 135.30	R 81 145.49	
Financial Services	R 323 620.64	R 178 149.08	
Total	R 3 232 446.45	R 7 494 838.85	R 4 610 036.70

Table 75: Summary of deviations

Deviations from the normal procurement processes are monitored closely. Monthly reporting in terms of paragraph 36 of the SCM policy has been complied with.

2.9.4 Logistics Management

The system of logistics management must ensure the following:

- ❖ The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- ❖ The placing of manual or electronic orders for all acquisitions other than those from petty cash;
- ❖ Before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and are in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged, is as quoted in terms of a contract;
- ❖ Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- ❖ Regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
- ❖ Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

Each stock item at the municipal stores, Mitchell Street is coded and is listed on the financial system. Monthly monitoring of patterns of issues and receipts are performed by the Storekeeper.

Inventory levels are set at the start of each financial year. These levels are set for normal operations. In the event that special projects are being launched by departments, such information is communicated timeously to the Stores section in order for them to gear them to order stock in excess of the normal levels.

Internal controls are in place to ensure that goods and service received are certified by the responsible person which is in line with the general conditions of contract.

Regular checking of the condition of stock is performed.

As at 30 June 2016, the value of stock at the municipal stores (Excluding fuel and oil) amounted to R6 426 904,05 for the 2015/2016 financial year, stock to the value of only R2 879,33 was accounted for as surpluses and R4 897,13 as deficits.

2.9.5 Disposal Management

The system of disposal management must ensure the following:

- ❖ Immovable property is sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
- ❖ Movable assets are sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
- ❖ Immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise;
- ❖ All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;
- ❖ Where assets are traded in for other assets, the highest possible trade-in price is negotiated; and
- ❖ In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.

The Municipality complies with Section 14 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) which deals with the disposal of capital assets. The disposal process plan was finalised in August 2010 and aims to provide the guidelines for the disposal of all obsolete and damaged assets. Information regarding assets that are to be disposed of has already been collated and the request for approval for disposal will be tabled to Council.

2.9.6 Performance Management

The SCM policy requires that an internal monitoring system be established and implemented in order to determine, on the basis of retrospective analysis, whether the SCM processes were followed and whether the objectives of the SCM policy were achieved.

Monitoring of internal processes is an on-going process.

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Three of the most important key performance indicators in the SCM unit, is that of turnaround time from the date that requests are received from departments until bids are adjudicated and awarded. The following table details the performance for each of the key performance indicators:

Key performance indicator	2014/15	2015/16
Ensure that tenders are successfully finalised and awarded within the validity period of the tender to enhance effective delivery of services.	95%	95%
Submit within 10 days of each quarter a report on the implementation of the SCM Policy.	4 reports	4
Compliance with the SCM Policy measured by the limitation of successful appeals against the municipality.	4 Successful appeals	4

Table 76: SCM performance indicators

2.9.7 Findings of the Auditor- General on Procurement and Contract Management

Progress has been made with regards to the 2014/15 Auditor-General's audit findings on SCM. With regards to the finding on "Municipal status account", the declaration form was amended.

2.10 By-Laws and Policies

Section 11 (3) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) empowers Municipal Councils to exercise executive and legislative authority to pass and implement by-laws and policies.

The following by-laws were revised during the 2015/16:

By-laws developed/revised	Date of Publication
Property Rates By-law (revised)	15 August 2014
Rules of Order (revised)	6 March 2015
The regulating of the keeping of dogs and cats and other animals (new)	13 March 2015

Table 77: By-laws

Below is a list of all the policies developed and reviewed during 2014/15:

Policies developed/revised	Date adopted
Allocation Policy and House Rules for Rosemoor Unit for the Aged	31 March 2015
Anti-Fraud and Anti-Corruption Policy Strategy and Implementation Plan (revised)	25 February 2015
Asset management and disposal of assets (revised)	27-May-2015
Asset Management Policy	27-May-2015

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Policies developed/revised	Date adopted
Budget Implementation and Monitoring Policy	27-May-2015
Cash Management and Investment Policy	27-May-2015
Customer Care, Credit Control and Debt Collection Policy	27-May-2015
Funding, Borrowing and Reserves (to be consolidated in one policy) (revised)	27-May-2015
George Housing Selection Policy (revised)	27 August 2014
HIV Policy (revised)	25 February 2015
Indigent Policy	27-May-2015
Liquidity Policy	27-May-2015
Long Term Financial Plan	27-May-2015
Overtime Policy (revised)	27-May-2015
PPPFA (revised)	23 September 2014, 27-May-2015
Policy on the allowance of Limited Pay-out machines and Sports betting devices as well as Bookmaking premises, totalisators and other similar gambling premises	26 November 2014
Property Rates Policy	27-May-2015
Rates (revised)	27-May-2015
Risk Management Policy and Risk Management Strategy and Imp Plan (revised)	25 February 2015
Street Naming and Numbering Policy (developed)	23 September 2014
Supply Chain Management Policy	27-May-2015
Tariffs (revised)	27-May-2015
Town Planning policy on house taverns and unlicensed shebeens	24 June 2015
Town Planning policy on House shops	26 November 2014
Travel and Subsistence Policy (revised)	14 October 2014, 27-May-2015
Unauthorized, Irregular and Fruitless and Wasteful Expenditure Policy	27 May 2015
Virement Policy	27 May 2015

Table 78: Policies

2.11 Website

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of S75 of the MFMA and S21A and B of the Municipal Systems Act (“MSA”) as amended.

The website should serve as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timeously updated.

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The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication strategy.

Below is a website checklist to indicate the compliance to Section 75 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

Description of information and/or document	Yes/No and/or Date Published
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Executive Council
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the Municipal Finance Management Act)	
Adjusted Budget 2015/16	Yes
Asset Management Policy	Yes
Borrowing Policy	Yes
Budget and Treasury Office delegations	N/A
Budget and Treasury Office Structure	Yes
Customer Care, Credit control and Debt collection Policy	Yes
Delegations	N/A
Draft Budget 2015/16	Yes
Funds and Reserves Policy	Yes
Grants-In-Aid Policy	Yes
Indigent Policy	Yes
Investment and Cash Management Policy	Yes
Long Term Financial Policy	Yes
Petty Cash Policy	Yes
Rates Policy	Yes
SDBIP 2014/15	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Travel and Subsistence Policy	Yes
Virement Policy	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the Municipal Systems Act and Section 21(1)(b) of the Municipal Finance Management Act)	
IDP Process Plan for 2015/16	Yes

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Description of information and/or document	Yes/No and/or Date Published
Reviewed IDP for 2015/16	Yes
Supply Chain Management (Sections 14(2), 33, 37 & 75(1)(e)&(f) and 120(6)(b) of the Municipal Finance Management Act and Section 18(a) of the National SCM Regulation)	
Contracts which impose a financial obligation on the municipality beyond 3 years	Yes
List of capital assets that have been disposed	Yes
Long Term borrowing contracts	Yes
Public invitations for formal price quotations	Yes
Public-Private Partnership agreement	N/A
SCM contracts above R30 000	Yes
Section 37 of the MFMA; No 56 of 2003 (Unsolicited Bids/Contracts)	N/A
Service delivery agreements	Yes
Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the Municipal Finance Management Act)	
Annual Report of 2014/15	Yes
Mid-year budget and performance assessment	Yes
Monthly Budget Statement	Yes
Oversight reports	
Quarterly Reports	Yes
Local Economic Development (Section 26(c) of the Municipal Systems Act)	
Economic Profile (Captured in IDP)	Yes
LED Policy Framework	N/A
LED Projects – (Under News)	Yes
Local Economic Development Strategy	Yes
Assurance Functions (Sections 62(1), 165 & 166 of the Municipal Finance Management Act)	
Audit Committee charter	Yes
Internal Audit charter	Yes
Risk Management Policy	Yes

Table 79: Website Checklist

2.12 Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa, 1996 and other statutory enactments all impose an obligation on local government and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

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Good customer care is clearly of fundamental importance to any organisation. A successful communication strategy therefore links the people to the municipality's programme for the year.

Below is a communication checklist of the compliance to the communication requirements:

Communication activities	Yes/No	Date Approved/Completed
Communication strategy	Yes	June 2015
Communication Policy	Yes	June 2015
Functional complaint management systems	Yes	n/a

Table 80: Communication Activities

2.12.1 Communication Unit

Communication Unit	Yes/No	Number of people in the Unit	Job titles
	Yes	2	Media Liaison Official Assistant Media Liaison Official

Table 81: Communication Unit

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2.12.2 Newsletters

Type of Newsletter	Issues distributed	Circulation number	Date distributed
Internal	The Hub - 4 per year	Email /Printed + _1300 employees	June 2015 / September 2015 / December 2015 / February 2016 / May 2016
External	Tabloid Newspaper 4 per year	Print 20 000	June 2015 / September 2015 / March 2016 / June 2016
Special Editions	Municipal Newsletter	Printed 45 000 / Email +- 8000	June 2015 / July 2015 / August 2015 / October 2015 / November 2015 / February 2016 / April 2016 / June 2016

Table 82: Newsletters

2.12.3 Awareness Campaigns:

A monthly action plan was adopted in June 2015 and which included but not limited to the following campaigns:

- ❖ IDP Priorities (Ad hoc flyers, Press Briefings, Email Information Campaigns, Loud-hailing, Posters and banners).
- ❖ Pre-Election Voter Information/Electoral Enrolment
- ❖ Building Plan Amnesty
- ❖ Awareness Planning Law Reform
- ❖ Anti-Vandalism
- ❖ Transport Month
- ❖ Tourism Month
- ❖ Awareness of Strategic Goals for George Municipality
- ❖ Festive Season Safety 2016

2.12.4 Additional Communication Channels Utilised

Channel	Yes/No	Number of People Reached / Followers
Facebook	Yes	8356
Twitter	Yes	1 443
SMS system	Yes	Limited to Council / Ward Committee

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Channel	Yes/No	Number of People Reached / Followers
		Members
Community Newspaper George Herald (Bi-monthly column)	Yes	+ 20 000 readers
Commercial Radio Stations Algoa FM (News FEATURE / Radio adverts)	Yes	+ 84 000 listeners
Community Radio Stations Heartbeat FM (Weekly radio slot / 5 30 sec advert per day)	Yes	+ 95 000 listeners
Community Radio Stations Eden FM (Weekly radio slot / 5 30 sec advert per day)	Yes	+ 97 000 listeners

Table 83: Additional Communication Channels Utilised

Chapter 3



CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalised through the legislative requirements on the performance management process for local government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of the Republic of South Africa, 1996, Section 152, deals with the objectives of local government and paves a way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of *inter alia*:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) requires municipalities to establish a performance management system. Furthermore, the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) requires the Integrated Development Plan (IDP) to be linked to the municipal budget and to be monitored for the performance of the budget against the IDP using the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the Municipal Entities. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

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3.1.1 Legislative Requirements

In terms of Section 46(1)(a) of the Local government: Municipal Systems Act, 2000 (Act 32 of 2000) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets for performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 Organisation Performance

Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlight the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the Strategic Objectives and performance on the National Key Performance Indicators prescribed in terms of Section 43 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

3.1.3 Performance system followed for the financial year 2015/16

a) Adoption of a Performance Management Framework

The Municipal Council adopted a Performance Management Framework on 26 October 2011, which is currently under review.

b) The IDP and the Budget

The IDP and the Budget for 2015/16 were approved on 27 May 2015 by Council. The IDP, Budget and performance management is undertaken as a single and integrated process. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

c) Service Delivery Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational and directorate level.

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The SDBIP is a plan that converts the IDP and budget into quantifiable outcomes on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- ❖ The IDP and budget must be aligned
- ❖ The budget must address the strategic priorities
- ❖ The SDBIP should indicate what the municipality is going to do during the 12 months
- ❖ The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The Top Layer SDBIP was prepared as described in the paragraphs below and approved by the Executive Mayor on 19 June 2015.

The municipal scorecard (Top Layer SDBIP)

The municipal scorecard (Top Layer SDBIP) consolidates service delivery targets set by Council / senior management and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

Components of the Top Layer SDBIP include:

- ❖ One-year detailed plan, but should include a three-year capital plan
- ❖ The 5 necessary components includes:
 - Monthly projections of revenue to be collected for each source
 - Expected revenue to be collected NOT billed
 - Monthly projections of expenditure (operating and capital) and revenue for each vote
 - Section 71 format (Monthly budget statements)
 - Quarterly projections of service delivery targets and performance indicators for each vote
 - Non-financial measurable performance objectives in the form of targets and indicators
 - Output NOT input / internal management objectives
 - Level and standard of service being provided to the community
 - Ward information for expenditure and service delivery
 - Detailed capital project plan broken down by ward over three years

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Top Layer KPIs were prepared based on the following:

- ❖ Key performance indicators (KPIs) for the programmes / activities identified to address the strategic objectives as documented in the IDP.
- ❖ KPIs identified during the IDP and KPIs that need to be reported to key municipal stakeholders.
- ❖ KPIs to address the required National Agenda Outcomes, priorities and minimum reporting requirements.

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the Portfolio of Evidence (POE's) for reporting and auditing purposes.

Amendment of the Top Layer SDBIP

The Top Layer SDBIP was revised in line with the Adjustments Budget in terms of Section 26 (2)(c) of the Municipal Budget and Reporting Regulations and an amended Top Layer SDBIP was approved by the Council on 26 February 2016. The following were considered in the development of the amended Top Layer SDBIP:

- ❖ KPI's requested by Directorates to be revised or deleted.
- ❖ Departmental KPI's included in the TL SDBIP;
- ❖ KPI's and target not being S.M.A.R.T.
- ❖ There are instances that since the previous amendment of the SDBIP was approved by Council it became evident that the municipality is dependent on other role-players for the achievement of the targets. For example the Department of Water Affairs is responsible to conclude the Green and Blue Drop evaluations each year. This seems not achievable for DWA and therefore the recommendation is to rather amend the KPI's and before yearend;
- ❖ Some cosmetic changes required.

d) Actual performance

The municipality utilises an electronic web based system on which KPI owners update actual performance on a monthly basis. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- ❖ The actual result in terms of the target set.
- ❖ A performance comment.
- ❖ Actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

e) Monitoring of the Service Delivery Budget Implementation Plan

Municipal performance is measured as follows:

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- ❖ Mid-year assessment and submission of the mid-year report to the Mayor in terms of section of Section 72(1) (a) and 52(d) of the MFMA to assess the performance of the municipality during the first half of the financial year.
- ❖ Actual performance is subjected to an internal audit and results of their findings submitted to the Performance Audit Committee.

3.1.4 Individual Performance

Municipal Manager and Managers directly accountable to the Municipal Manager

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the Municipal Manager and Managers directly accountable to the Municipal Manager (57-employees) and that performance agreements must be reviewed annually. This process is further regulated by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (GNR. 805 August 2006).

The performance agreements for the Section 57 appointments for the 2015/16 financial year were signed by the end of July 2015 as prescribed. Notwithstanding and as a result of the adjustments made to the 2015/16 annual budget changes had to be made to the SDBIP which subsequently necessitated that the Performance Plans (Annexure A) contained in the Performance Agreements of the Municipal Manager and Senior Managers accountable to the Municipal Manager be accordingly amended. The necessary changes have been made to the Performance Plans (Annexure A) in the form of a Addendum.

The appraisal of the actual performance in terms of the signed agreements takes place twice per annum as regulated. The mid-year performance of 2015/16 (1 July 2015 to 31 December 2015) took place on 13 April 2016. The appraisals are conducted by an evaluation panel as stipulated in the signed performance agreements and in terms of Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (GNR. 805 August 2006) and consisting of the following:

- ❖ Executive Mayor
- ❖ Portfolio Chairperson
- ❖ Municipal Manager
- ❖ Chairperson of the Audit Committee
- ❖ Municipal Manager from another municipality
- ❖ Other Municipal Personnel

The municipality is in the process of implementing individual performance management to lower level staff in annual phases.

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3.2 Strategic Service Delivery Budget Implementation Plan (Top Layer)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section should provide an overview on the strategic achievement of a municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer (strategic) SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents. (IDP, Budget and Performance Agreements)

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the IDP (strategic) objectives.

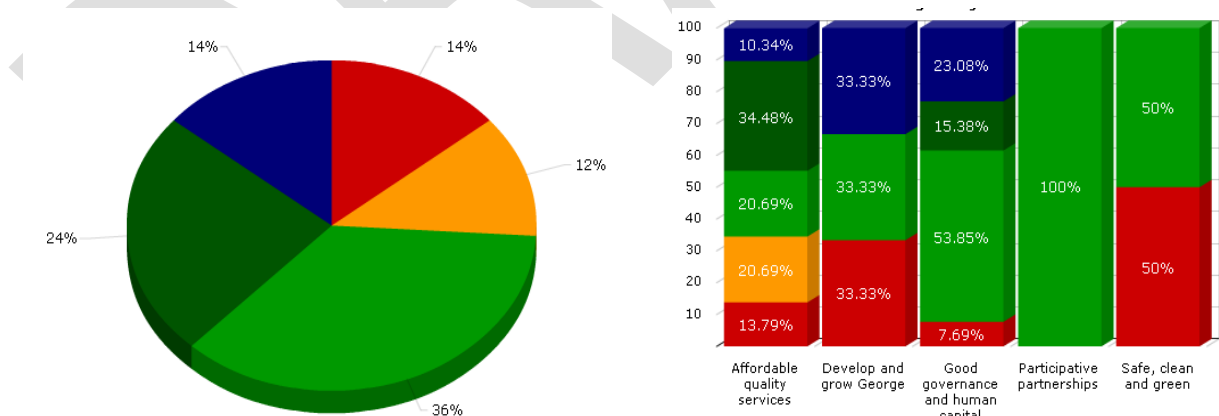
The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPIs) of the SDBIP is measured:

Category	Colour	Explanation
KPI Not Yet Measured		KPI's with no targets or actuals in the selected period
KPI Not Met		$0\% \geq \text{Actual/Target} < 75\%$
KPI Almost Met		$75\% \geq \text{Actual/Target} < 100\%$
KPI Met		$\text{Actual/Target} = 100\%$
KPI Well Met		$100\% > \text{Actual/Target} < 150\%$
KPI Extremely Well Met		$\text{Actual/Target} \geq 150\%$

SDBIP Measurement Categories

3.2.1 Overall performance

The graph below displays the overall performance per Strategic Objective for 2015/16:



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	George Municipality	Strategic Objective				
		Affordable quality services	Develop and grow George	Good governance and human capital	Participative partnerships	Safe, clean and green
KPI Not Met	7 (14%)	4 (13.8%)	1 (33.3%)	1 (7.7%)	-	1 (50%)
KPI Almost Met	6 (12%)	6 (20.7%)	-	-	-	-
KPI Met	18 (36%)	6 (20.7%)	1 (33.3%)	7 (53.8%)	3 (100%)	1 (50%)
KPI Well Met	12 (24%)	10 (34.5%)	-	2 (15.4%)	-	-
KPI Extremely Well Met	7 (14%)	3 (10.3%)	1 (33.3%)	3 (23.1%)	-	-
Total:	50	29	3	13	3	2

Overall Strategic performance per Strategic Objective

3.2.2 Actual performance against KPI's set in terms of the Top Layer SDBIP

a) Affordable Quality Services

Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL1	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2016	Number of residential properties which are billed for water as at 30 June 2016	All	38,534	38,000	38,000	38,000	38,000	38,000	38,781	G2
TL2	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) as at 30 June 2016	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2016	All	26,594	38,000	38,000	38,000	38,000	38,000	43,888	G2
TL3	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2016	Number of residential properties which are billed for sewerage as at 30 June 2016	All	36,950	36,000	36,000	36,000	36,000	36,000	36,790	G2
TL4	Number of formal	Number of	All	35,877	36,000	36,000	36,000	36,000	36,000	35,280	O

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	residential properties for which refuse is removed once per week as at 30 June 2016	residential properties which are billed for refuse removal as at 30 June 2016									
TL5	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2016	All	10,240	10,000	10,000	10,000	10,000	10,000	13,478	G2
TL6	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2016	All	16,047	10,000	10,000	10,000	10,000	10,000	17,383	B
TL7	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2016	All	9,954	10,000	10,000	10,000	10,000	10,000	13,233	G2
TL8	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2016	All	9,934	10,000	10,000	10,000	10,000	10,000	13,355	G2
TL9	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2016	{{(Actual amount spent on projects/Total amount budgeted for capital projects)}X100} as at 30 June 2016	All	85%	0%	0%	0%	75%	75%	81%	G2
TL24	Limit electricity losses to less than 10% by 30 June 2016 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100	% Electricity losses by 30 June 2016 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100	All	6.47%	0%	0%	0%	10%	10%	7.46%	B

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL25	90% of the electricity capital budget spent by 30 June 2016 {(Actual capital expenditure divided by the total approved capital budget)x100}	% of the capital budget spent by 30 June 2016 {(Actual capital expenditure divided by the total approved capital budget)x100}	All	New performance indicator for 2015/16. No audited comparatives available	0	0	0	90	90	82	O
TL26	Replace and upgrade the existing fleet by 30 June 2016	Number of vehicles purchased by 30 June 2016	All	8	0	0	0	25	25	17	R
Corrective action		The funds have been rolled over to the 2016/17 financial year. The replacement and upgrade of the existing fleet Vehicles will be reprioritised and purchased during 2016/17									
TL27	Limit water network losses to less than 15% by 30 June 2016 {(Difference between water supplied and water billed) / (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	% Water network losses by 30 June 2016 (Difference between water supplied and water billed) / (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	All	15.77%	0	0	0	25%	25%	24.59%	B
TL28	Rehabilitate and upgrade Streets And Stormwater in terms of the approved capital budget by 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	All	100%	0%	0%	0%	85%	85%	95%	G2
TL29	Rehabilitate and upgrade the proclaimed roads in terms of the approved capital budget by 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	All	100%	0%	0%	0%	85%	85%	60%	R
Corrective action		The N2/Pacaltsdorp Bridge Widening and Pedestrian Bridge project was completed in 2015/16. Final payment of the contractor was made in 2015/16, and the retention money paid to the contractor in September 2016. Any unspent funding on the 2015/16 budget for this project is a saving.									

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL30	Implement GO George Public Transport Service with the kilometres implemented as planned in terms of the project plan for 2015/16 by 30 June 2016 $\{(Actual\ kilometres\ implemented\ divided\ by\ planned\ kilometres) \times 100\}$	% of network coverage $\{(Actual\ kilometres\ implemented\ divided\ by\ planned\ kilometres) \times 100\}$	All	45%	0%	0%	0%	100%	100%	92%	O
TL31	Rehabilitate and upgrade Water - Networks in terms of the approved capital budget by 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	% of budget spend at 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	All	87%	0%	0%	0%	85%	85%	93%	G2
TL32	Rehabilitate and upgrade Water-Purification in terms of the approved capital budget by 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	% of budget spend at 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	All	100%	0%	0%	0%	85%	85%	48%	R
Corrective action		Generators (R5,5m on 2015/16; R5,106m on 2016/17) – Council resolved to reprioritise the funding allocated for generators on the 2015/16 budget due to ESKOM's announcement that there will be no more load shedding. The remaining amount for this project was subsequently rolled over to the 2016/17 Capital Budget.									
TL34	Rehabilitate and upgrade the Sewerage Treatment Works in terms of the approved capital budget by 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	% of budget spend at 30 June 2016 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget) \times 100\}$	All	100%	0%	0%	0%	85%	85%	65%	O
TL35	90% compliance to general standards with regard to waste water outflow by 30 June 2016	% compliance to general standards by 30 June 2016	All	96%	0%	0%	0%	90%	90%	95.29%	G2
TL36	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2016	% water quality level by 30 June 2016	All	97.19%	0%	0%	0%	95%	95%	94%	O

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL50	Obtain project approval from the Provincial Department of Human Settlements by 30 June 2016 for the installation of services for the Golden Valley Housing Project	Project approval obtained by 30 June 2016	1	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G
TL51	Construct 101 top structures as part of the Uniondale EPHP project by 30 June 2016	101 top structures constructed by 30 June 2016	25	New performance indicator for 2015/16. No audited comparatives available	0	0	0	101	101	90	O
TL52	Obtain funding approval from the Provincial Department of Human Settlements by 30 June 2016 for Top Structures for the Protea Park Housing Project	Funding approval obtained by 30 June 2016	6	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G
TL53	Develop and submit the draft Zoning Scheme By-law to the Portfolio Committee by 30 June 2016	By-law develop and submitted to Portfolio Committee by 30 June 2016	All	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G
TL54	Obtain funding approval from the Provincial Department of Human Settlements by 30 June 2016 for the second Phase of the UISP Thembaletu Project	Funding approval obtained by 30 June 2016	10	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G
TL55	Construct 7 replacement top structures in Maraikamp by 30 June 2016	7 Replacement top structures constructed by 30 June 2016	9	New performance indicator for 2015/16. No audited comparatives available	0	0	0	7	7	0	R
Corrective action		<p>Due to the implementation of new legislation (SPLUMA), the following additional processes had to be followed:</p> <p>i) Approval by the newly est. Town Planning Tribunal w.r.t. the subdivision and consolidation of erven</p> <p>ii) Advertising and public Participation processes. In lieu of the time delays caused by the aforementioned changes in legislation the target could not be met as planned.</p>									

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL56	Submit a report to the Planning Committee by 30 June 2016 containing the implementation plan for the Spatial Development Framework and Spatial Development Plans	Report submitted by 30 June 2016	All	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G

Table 84: Top Layer SDBIP – Affordable Quality Services

b) Develop and grow George

Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL10	Create Full Time Equivalents (FTE's) through government expenditure with the EPWP by 30 June 2016	Number of FTE's created by 30 June 2016 consisting of all communities.	All	New performance indicator for 2015/16. No audited comparatives available	0	0	0	96	96	384	B
TL16	Establish a LED stakeholder platform, a governance forum where matters of mutual interest can be discussed, by end June 2016	LED stakeholder platform / Governance structure established by end June 2016	All	New performance indicator for 2015/16. No audited comparatives available	0	0	1	0	1	1	G
TL17	Update the LED strategy and submit draft to Council by 31 March 2016	Revised LED strategy submitted to council by 31 March	All	New performance indicator for 2015/16. No audited comparatives available	0	0	1	0	1	0	R
Corrective action		Given the Local Government elections and new IDP to be developed thereafter, not a suitable time to do a full scale strategy review. Also, given that results are now being recorded on a number of strategic initiatives, it is suggested that the strategy not be reviewed in its entirety but rather just updated, with commitment to a further 2 - 3 years execution from Council. The LED strategy review will commence as part of drafting the new 5 year IDP.									

Table 85: Top Layer SDBIP – Develop and grow George

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c) Good governance and human capital

Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL11	Number of people from employment equity target groups employed (appointed) in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June 2016	Number of people employed (appointed) in the three highest levels of management by 30 June 2016	All	1	0	0	0	1	1	1	G
TL12	Spent 0.5% of personnel budget on training by 30 June 2016 ((Actual total training expenditure divided by total personnel budget)x100)	{{(Actual total training expenditure divided by total personnel budget)x100} by 30 June 2016	All	0.50%	0%	0%	0%	0.50%	0.50%	0.50%	G
TL13	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2016 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant}}	Debt to Revenue as at 30 June 2016 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	All	43	0%	0%	0%	45%	45%	42%	B
TL14	Financial viability measured in terms of the outstanding service debtors as at 30 June 2016 (Total outstanding service debtors/ revenue received for services) as at 30 June 2016	Service debtors to revenue as at 30 June 2016 (Total outstanding service debtors/ revenue received for services)	All	13%	0%	0%	0%	15.60%	15.60%	13%	B

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL15	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2016 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2016 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	All	3	0	0	0	2	2	3	B
TL18	Review the 3 year Internal Audit Plan based on Risk Assessment and submit to audit committee by 30 September 2015	RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2015 and approved by 31 October 2015	All	1	1	0	0	0	1	1	G
TL19	Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by 30 June 2016 ((Actual hours completed/ Planned hours to be completed)x100)	% of target hours completed by 30 June 2016 {(Actual hours completed/ Planned hours to be completed)x100}	All	146%	0%	0%	0%	100%	100%	133%	G2
TL20	Facilitate the review of the Risk Management Policy and implementation plan and submit to Council by 31 March 2016	Risk Management Policy and implementation plan submitted to Council by 31 March 2016	All	1	0	0	1	0	1	0	R
Corrective action		This is a compliance matter and will not necessarily be amended annually. KPI will be adjusted to be a departmental issue to be reviewed by the Risk Management Committee annually for possible amendment by Council as and when warranted.									
TL39	Establish a Youth Council by 31 December 2015	Youth Council established by 31 December 2015	All	1	0	1	0	0	1	1	G
TL47	Achieve a payment percentage of 96% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	{(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	101%	96%	96%	96%	96%	96%	105%	G2
TL48	Review the Long Term Financial Plan and submit to Council for approval by 31 May 2016	Reviewed Long Term Financial Plan submitted to Council	All	1	0	0	0	1	1	1	G

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Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL49	Maintain an unqualified audit opinion	Unqualified audit opinion achieved	All	1	0	1	0	0	1	1	G

Table 86: Top Layer SDBIP – Good governance and human capital

d) Participative partnerships

Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL21	Compile draft the IDP review and submit to council for approval by 31 March 2016	Draft IDP review submitted to council by 31 March 2016	All	1	0	0	1	0	1	1	G
TL22	Compile IDP/ Budget time table and submit to council for approval by 31 August 2015	Process plan submitted to council by 31 August 2015	All	1	1	0	0	0	1	1	G
TL23	Compile final IDP Review and submit to council for approval by 31 May 2016	Final IDP review submitted to council by 31 May 2016	All	1	0	0	0	1	1	1	G

Table 87: Top Layer SDBIP – Participative partnerships

e) Safe, clean and green

Ref	KPI	Unit of Measurement	Wards	Previous Year Performance	Overall Performance for 2015/2016						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL40	Review the Disaster Management Plan and submit to Council by 30 June 2016	Disaster Management Plan reviewed and submitted to Council by 30 June 2016	All	1	0	0	0	1	1	0	R
Corrective action		Disaster Management Plan has been completed, however it was not included in the last council meeting. Will be submitted, as soon as a date becomes available for the next council meeting.									
TL41	Develop a policy to address homeless people and people living on the streets and submit to Council by 30 June 2016	Policy developed and submitted to Council by 30 June 2016	All	New performance indicator for 2015/16. No audited comparatives available	0	0	0	1	1	1	G

Table 88: Top Layer SDBIP – Safe, clean and green

3.2.3 Service Providers Performance

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. A service provider:

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means a person or institution or any combination of persons and institutions which provide to or for the benefit of the local community

External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality

Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

The tables below provide information related to the performance of identified external service providers.

Name of service provider	Syntell (Pty)Ltd	Itron/ Ontec	Ernst & Young	Interwaste Recycling	Enviro Services	Cabholdings	Sebata	Esri	Rode Valuations Knysna
Directorate	Community Services	Electro-technical Services	Municipal Manager	Community Service	Community Service	Finance	Finance	Finance	Finance
Type of services required	Supply, Maintenance and Calibration of speed and red-light violation cameras and the administration of a back-office	Information and technology infrastructure, Vendor management, Revenue protection and tamper management, Bank credit and debit card fees, Bank cash deposit fees and Debt collection services	Internal Audit Services	Collecting of recyclable waste from households in blue bags from all residential areas	Transportation of waste containers to Petro SA	Printing of accounts	Reading of meters for a three year period	Revenue enhancement and Data cleansing project	Compilation and maintenance of valuation rolls
Supply Chain Contract No	COM 044/2013	ENG 025/2012	MM 007/2014	n/a	n/a	FIN20/2010	FIN/021/2011	n/a	FIN007/2015
Available Budget (R'000)	2 997	16 907 000	2 850 000	2 000 000	5 500 000	1788	1 744	1 450	770
Actual Spending (R'000)	2 380	16 476 020	2 850 000	2 000 000	820 000	1 490	1 579	1 429	325
Grading of service rendered									
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent									
Contract work to specification	3	5	5	5	3	3	3	4	4
Contract work within budget	4	5	5	5	5	3	3	5	4
Contract delivered on time	4	5	4	5	3	3	3	4	4
Contract Administration	4	5	5	5	5	3	3	4	4
Compliance with contract requirement	3	5	5	5	3	3	3	4	3
Claims	n/a	5	n/a	5	5	3	3	3	4
Incidents on site	5	1	n/a	5	5	3	3	3	4

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Name of service provider	Syntell (Pty)Ltd	Itron/ Ontec	Ernst & Young	Interwaste Recycling	Enviro Services	Cabholdings	Sebata	Esri	Rode Valuations Knysna
Suitably qualified/experienced personnel	5	5	5	5	5	3	3	4	5
Job creation/training	5	4	4	5	5	3	3	4	4
Other comments	n/a	Performance of service is satisfactory	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Overall rating	4	5	5	5	4	3	3	4	4
Action taken with regard to poor and unsatisfactory service providers	Not needed. Had meetings and discussion	n/a	n/a	n/a	Service provider issued with a letter for unsatisfactory service. A big improvement occur afterwards.	Regular communication via email and telephone. Visits from account manager.	Monthly meters reading meetings to improve service delivery	n/a	Regular Meetings and Communication with the service provider
Overall recommendation and comments	Performance of Service provider is satisfactory	Comply fully with specification and will recommended them to any other Utility	Delivered successfully on contract commitments	Satisfied with the service provider	A new tender must be done to appoint a new service provider. Tender is in the SCM process	The services provider performs well and delivers services within the required time frames	The service provider delivered work within the time frames. Project plan was implemented to reduce the number of estimates.	The services provider performs well and delivers services within the required time frames	Regular communication and meetings will help to overcome problems.

Table 89: Service Provider Performance

3.2.4 Municipal Functions

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function: Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Only electricity
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes

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Municipal Function	Municipal Function: Yes / No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes from 2013
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 90: Functional Areas

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COMPONENT A: BASIC SERVICES

This component includes basic service delivery highlights and challenges, includes details of services provided for water, waste water (sanitation), electricity, waste management, housing services and a summary of free basic services.

3.3 National Key Performance Indicators – Basic Service Delivery and Local Economic Development

The following table shows the municipality's performance in terms of the National Key Performance Indicators stipulated in the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). These key performance indicators are linked to the following two National Key Performance Areas: Basic Service Delivery and Local Economic Development.

Indicators	2014/15	2015/16
Basic Service Delivery		
The percentage of households with access to basic level of water	98.03%	98.08%
The percentage of households with access to basic level of sanitation	97.68%	98.01%
The percentage of households with access to basic level of electricity	96.5%	96.5%
The percentage of households with access to basic level of solid waste removal	100%	100%
Local economic development		
The number of jobs created through municipality's local economic development initiatives including capital projects	1 798 Work Opportunities (519 Full Time Equivalent Jobs)	965 Work Opportunities (384 Full Time Equivalent Jobs)

Table 91: National Key Performance Areas: Basic Service Delivery and Local Economic Development

3.3.1 Total Employees: Civil Engineering Administration

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	1	1	1	0	0

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TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
19 – 21	0	0	0	0	0
14 – 18	6	6	6	0	0
9 – 13	6	5	4	1	20%
4 – 8	5	5	5	0	0
1 – 3	2	2	1	1	50%
Total	20	19	17	2	11%

Table 92: Employees: Civil Engineering Administration

3.4 Water Provision

The George Municipality's raw water sources are the Garden Route and Swart River dams, the Touw, Kaaimans and Malgas Rivers, the Ultra Filtration Plant situated at the Outeniqua WWTW, Boreholes as well as the Haarlem Dam and the Holdrif River. The water is treated according to SANS 241: 2011 at the Old and New George Water Treatment Works (WTW), Wilderness WTW, Uniondale WTW and Haarlem WTW.

The water distribution systems consists of 980km of pipeline, varying from 50mm to 1000mm in diameter, 55 water pump stations, 43 reservoirs and 3 water towers.

The master plans for the municipality's water supply systems are updated on a quarterly basis and all upgrades planned are in line with the current master planning. The capacity of the Bulk Resources is sufficient to sustain growth until 2025. Purification capacity will have to be upgraded over the next 2 years, to ensure growth and development can be accommodated. New reservoirs are also required as well as an additional dam.

3.4.1 Highlights – Water Provision

Highlight	Description
PC Day Awards	
Award	Best Water Treatment Works with a Design capacity less than 10 Ml/day

Table 93: Highlights: Water Provision

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3.4.2 Challenges – Water Provision

Challenge	Actions to address
Staff Shortage	Appoint staff in vacant posts and to adhere to statutory requirements. This needs to be attended to during the next budget cycle.
Vandalism & Theft	Improve security measures or systems

Table 94: Challenges: Water provision

3.4.3 Water Service Delivery Levels

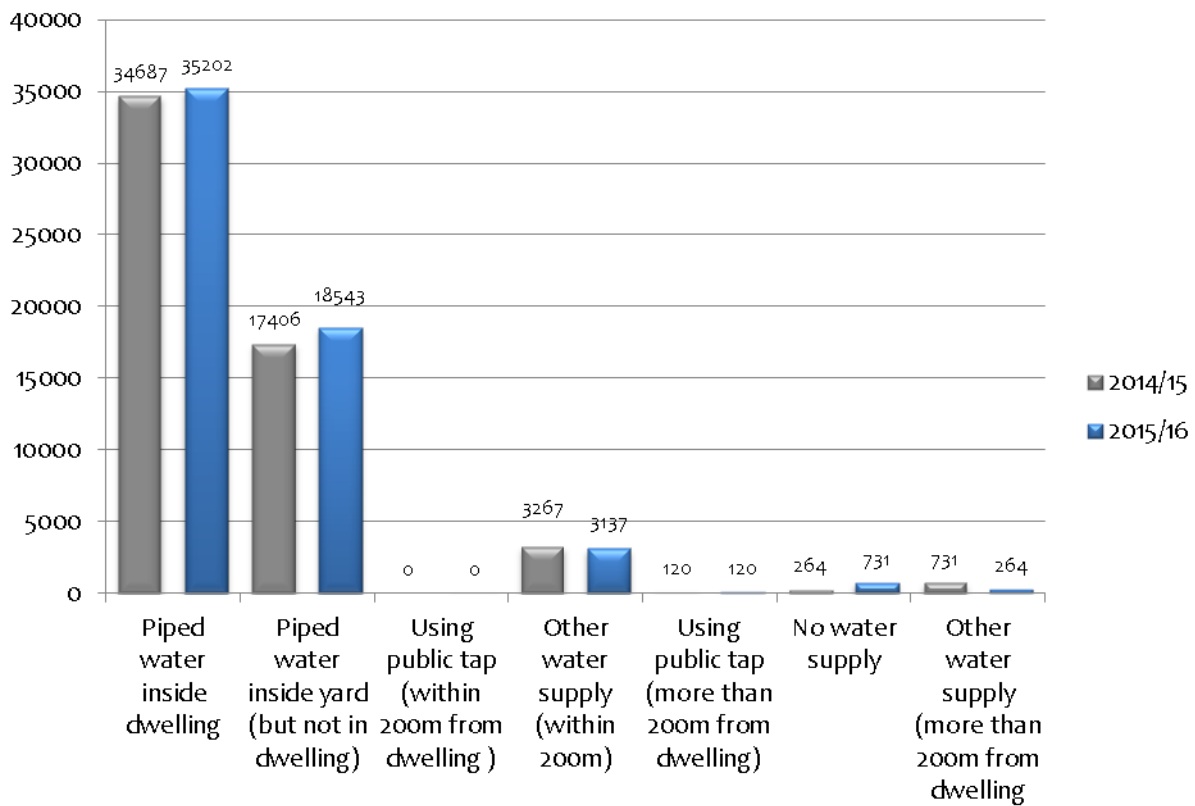
Below is a table that specifies the different water service delivery levels per households for the financial years 2014/15 and 2015/16

Description	2014/15	2015/16
	Actual	Actual
Household		
<u>Water: (above minimum level)</u>		
Piped water inside dwelling	34 687	35202
Piped water inside yard (but not in dwelling)	17 406	18543
Using public tap (within 200m from dwelling)	0	0
Other water supply (within 200m)	3 267	3137
Minimum Service Level and Above Sub-total	55 360	56882
Minimum Service Level and Above Percentage	98.03	98,08
<u>Water: (below minimum level)</u>		
Using public tap (more than 200m from dwelling)	120	120
Other water supply (more than 200m from dwelling)	731	731
No water supply	264	264
Below Minimum Service Level sub-total	1 115	1115
Below Minimum Service Level Percentage	1.97	1,92
Total number of households (formal and informal)	56 475	57 997

Table 95: Water service delivery levels

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The graph below shows the different water service delivery levels per total households:



Graph 2: Water Service Delivery Levels

3.4.4 Total employees –Water Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	2	2	2	0	0
9 – 13	11	11	7	4	0.44
4 – 8	47	59	40	19	11.21
1 – 3	43	72	39	33	23.76
Total	103	144	88	56	39

Table 96: Employees: Water Services

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3.4.5 Capital Expenditure – Water Services

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Water - Networks			
Thembaletu UISP - Water	R 1 335 700.00	R 206 000.00	R 193 647.18
Kraaibosch Pumpstation Refurbishment	0	R 1 350 000.00	R 983 362.93
Installation of Water Meters	R 200 000.00	R 200 000.00	R 389 351.41
Flow Control Valves - Kraaibosch	R 200 000.00	R 200 000.00	0
Water Tanks	R 100 000.00	R 100 000.00	R 79 457.48
Water Network Rehabilitation	R 4 000 000.00	R 3 300 000.00	R 3 583 073.65
Telemetry at Uniondale Waterworks & Reservoirs	R 100 000.00	R 300 000.00	R 308 221.63
Flow Control Valves	R 200 000.00	R 200 000.00	0
Golden Valley (165 Units)	R 433 507.00	R 4 000.00	0
Tools & Equipment	0	R 100 000.00	R 33 298.60
Total	R 6 569 207.00	R 5 960 000.00	R 5 570 412.88
Water-Purification			
Raising Garden Route Dam	R 9 491 500.00	R -	
WTW - 3 Reservoirs	R 7 306 000.00	R 2 856 000.00	R 2 855 812.29
Extension Of Waterworks	R 1 000 000.00	R 2 000 000.00	R 1 987 267.50
Replace Roof – George Reservoir	R 1 000 000.00	R 2 300 000.00	R 1 943 011.12
Instrumentation	R 200 000.00	R 207 000.00	R 190 261.80
Rehabilitation of Reservoir Roof	R 1 500 000.00	R 2 550 000.00	R 507 224.79
Telemetry/ Uniondale WTW	R 100 000.00	R 100 000.00	R 100 000.00
H & S - Extractor Fans for Chlorine	R 500 000.00	R 500 000.00	
Respirator Breathing Sets	R 200 000.00	R 170 000.00	R 133 586.60
Settling Tanks	R 200 000.00	R 200 000.00	R 170 000.00
Malgas Pumpstation Rehabilitation	R 1 000 000.00	R 150 000.00	
Generators	R 5 500 000.00	R 5 500 000.00	
Pumpstation No 1/Aircon	R -	R 13 000.00	R 11 189.85
Tools & Equipment	R -	R 10 000.00	R 3 917.46
Total	R 27 997 500.00	R 16 556 000.00	R7 902,271.41

Table 97: Capital Expenditure 2015/16: Water Services

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3.5 Waste water (sanitation) provision

The master plans for the municipality's wastewater systems are updated on a quarterly basis and all upgrades planned are in line with the current master planning.

The sewer reticulation system consists of 789km of pipeline varying from 50mm to 1000mm in diameter and 141 sewer pump stations. The wastewater is treated at the Outeniqua, Gwaing, Herolds Bay, Breakwater Bay, Kleinkrantz, Uniondale and Haarlem Waste Water Treatment Works (WWTW). Major treatment capacity problems are experienced at the Outeniqua and Gwaing plants and if this is not attended to soon growth in George will be seriously affected.

Bulk sewer upgrades and new infrastructure is currently under construction to accommodate the approximately 5000 new UISP erven to be provided in Thembaletu.

3.5.1 Highlights – Waste water (sanitation) provision

Highlight	Description
Green drop Certification & Awards info	-Green drop awards for Gwaing, Herold Bay, Kleinkrantz -Best Appealing Treatment Plant: Outeniqua WWTW -Runner ups: Johan Scheepers (George Local Municipality)
Runner Up	Best Internal Waste Water Laboratory

Table 98: Highlights: Waste water (sanitation) provision

3.5.2 Challenges – Waste water (sanitation) provision

Challenge	Actions to address
Staff Shortages	Appoint staff in vacant posts and to address statutory compliance
Vandalism & Theft	Improve security Measures or Systems
Waste Water Treatment	Both main waste water treatment plants of George need's urgent upgrading if the growth of George are to be sustained.

Table 99: Challenges: Waste water (sanitation) provision

3.5.3 Waste Water (Sanitation) Service Delivery Levels

Below is a table that specifies the different sanitation service delivery levels per households for the financial year's 2014/15 and 2015/16

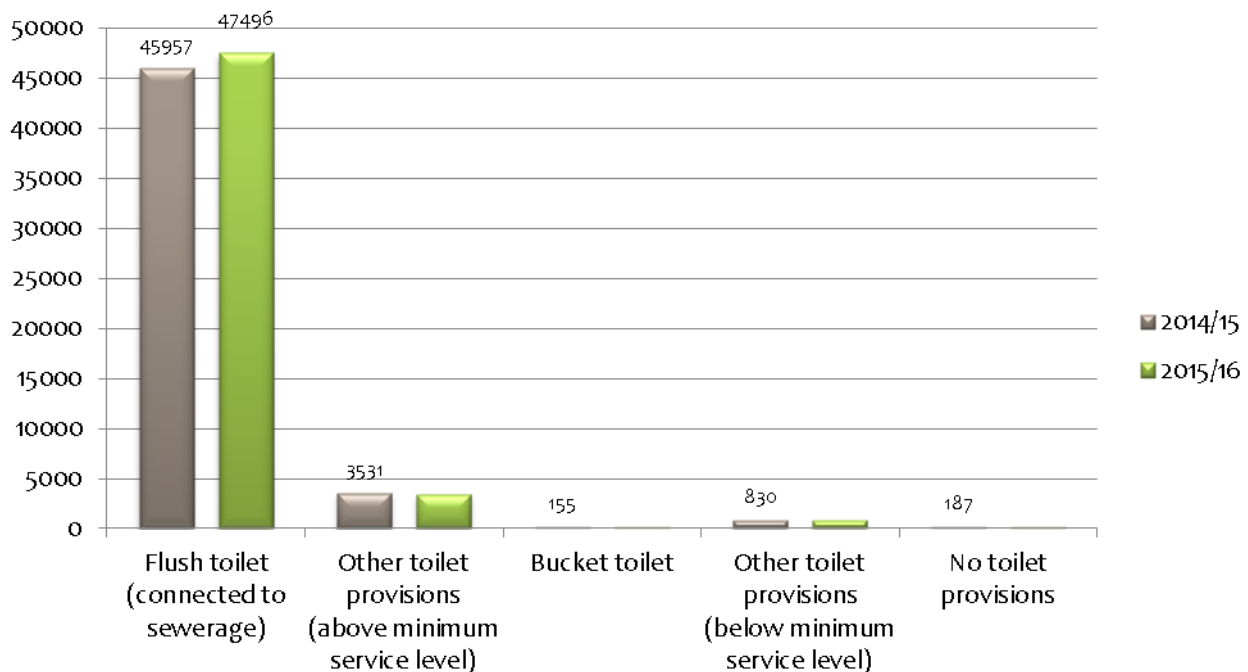
Description	2014/15	2015/16
	Actual	Actual
Household		
<i>Sanitation/sewerage: (above minimum level)</i>		
Flush toilet (connected to sewerage)	45 957	47496

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Description	2014/15	2015/16
	Actual	Actual
Household		
Flush toilet (with septic tank)	5 004	5117
Chemical toilet	20	20
Pit toilet (ventilated)	811	811
Other toilet provisions (above minimum service level)	3 531	3401
Minimum Service Level and Above Sub-total	55 165	56845
Minimum Service Level and Above Percentage	97.68	98,01
Water: (below minimum level)		
Bucket toilet	155	155
Other toilet provisions (below minimum service level)	830	830
No toilet provisions	187	187
Below Minimum Service Level Sub-total	1 172	1172
Below Minimum Service Level Percentage	2.08	2,02
Total number of households	56 475	57997

Table 100: Waste water (Sanitation) service delivery levels

The graph below shows the different sanitation service delivery levels per total households:



Graph 3: Sanitation Service Delivery Levels

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3.5.4 Total employees – Waste Water (Sanitation) Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	1	3	3	0	0
9 – 13	3	10	10	0	0
4 – 8	15	37	36	1	2.7
1 – 3	4	12	12	0	0
Total	23	62	61	1	1.61

Table 101: Employees Waste Water (Sanitation) services

3.5.5 Capital Expenditure – Sanitation Services

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Sewerage Networks			
Thembaletu UISP - Sewerage	R 3 942 337.00	R 610 000.00	R 574 339.97
Nissan Np300-Caw23258(Gm2256)	0	R 259 240.00	R 259 264.71
Luggage Trailer-Caw93425(Gm224)	0	R 41 000.00	R 39 750.00
Luggage Trailer-Caw93427(Gm225)	0	R 40 000.00	R 39 750.00
Sewer Gulleys	R 250 000.00	R 250 000.00	R 138 932.45
Sewer Network Rehabilitation	R 4 000 000.00	R 3 935 000.00	R 3 899 663.84
Sewerage Reticulation : Thembaletu	R 6 000 000.00	R 10 311 000.00	R 10 310 269.19
Upgrading of Pump stations	R 1 400 000.00	R 1 900 000.00	R 1 297 109.46
Upgrade Electrical Switchgear at Pumpstations	R 1 400 000.00	R 210 000.00	R 121 932.39
Super Sucker	R 1 500 000.00	R 1 500 000.00	0
Inspection Camera	R 300 000.00	R 300 000.00	0
Golden Valley (165 Units)	R 1 279 503.00	R 11 500.00	0
Total	R 20 071 840.00	R 19 367 740.00	R 16 681 012.01
Sewerage Treatment Works			
Outeniqua WWTW Refurbish/Extention	R 15 200 000.00	R 12 529 000.00	R 7 899 232.59

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Nissan Np300-Caw13114(Gm2253)	0	R 300 000.00	R 259 264.71
Laboratory Instruments	R 200 000.00	R 180 000.00	R 81 919.74
Telemetry	R 150 000.00	R 663 000.00	R 512 685.32
Gwaiing Wwtw Upgrade (Belt Press)	R 550 000.00	R 520 000.00	R 511 339.79
Aircons at Laboratory	0	R 38 100.00	R 36 895.00
Tools & Equipment	0	R 80 000.00	R 69 345.97
Total	R 16 100 000.00	R 14 310 100.00	R 9 370 683.12

Table 102: Capital Expenditure 2015/16: Waste Water (Sanitation) Services

3.6 Electricity

The availability and affordability of electricity has become one of the most debated subjects due to Eskom's load shedding and the abnormally high Eskom increases that are carried over to municipal consumers. We have been very fortunate that we have not had any load shedding recently and fortunately, Eskom has indicated that they do not foresee any load shedding during the coming financial year. The loss in income from the sale of electricity and the effect that load shedding has had on the economy of the city and the country is enormous. Many consumers are moving to other forms of energy and are considering generating their own renewable electricity. The National Energy Regulator of South Africa (NERSA) approved a tariff increase of 11.8% for 2015/16 and an average increase of 7.68% for 2016/17. The municipal Time-of-Use Embedded Generation Tariff for domestic clients that install own small generation (Photo Voltaic) systems was also approved. This tariff makes provision for a Basic charge to cover the municipal network costs. The standard conditions, specifications and application forms have been approved.

The roll-out of renewable energy projects is going to escalate and the George Airport has already installed a 750kW solar power plant. These projects will have a major effect on the dynamics of the distribution industry in future.

The electrification of the informal areas remains a major challenge. The backlog is being addressed systematically as funds become available and 822 formalized stands and 550 informal homes were electrified during 2015/16. Funds are available on the 2016/17 budget to continue with the project.

High mast lights and street lighting in rural areas are being installed in various areas in George to improve safety and security.

The table below indicates the Notified Maximum Demand:

Eskom Supply Points	Notified Maximum Demand (NMD)	Maximum Demand Growth (NMD)	Maximum Demand Peak (NMD)
George	85 MVA	2.6%	77.517 MVA
Wilderness	5 MVA	4.5%	5.000 MVA
Uniondale	1.5 MVA	1.1%	1.451 MVA

Table 103: Electricity Notified Maximum Demand

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3.6.1 Highlights – Electricity

Highlight	Description
Electrification	822 formalized stands were electrified and 550 informal homes were electrified during 2015/16.
George Substation	The new 25MVA transformer for George substation was delivered to George Substation.
Medium Voltage Projects	The medium voltage network in Lawaakamp (Phase 3) and Wilderness (Ebb & Flow) was upgraded. The next phase of medium voltage ring at Uniondale was completed.
Uniondale electrification	183 Formal erven in Uniondale were electrified.
New appointments	Some internal staff were promoted while some external candidates were also appointed as Electrical Assistants, Senior Supervisors and Specialised Electricians.
Training	Training of interns is progressing well Over 20 Apprentices from the local community are being provided with practical training A regional electrical training venue is being developed

Table 104: Highlights: Electricity

3.6.2 Challenges – Electricity

Challenge	Actions to address
Street light tender	The street light tender was delayed and street lighting projects could be completed because material could not be purchased
Staff quota still inadequate and in need of training	Insufficient appointments particularly to capacitate the Vegetation Control Section and too few Electrical Assistants were employed. The latter posts were advertised again and appointments are pending. Serious consideration must be given to properly capacitating the Vegetation Control Team. Unfortunately all the appointees need additional training before they can be authorized to work independently on electrical networks. Training is being provided but takes time.
Shortage of vehicles	Due to the additional staff employed there is a shortage of municipal vehicles to provide service delivery and vehicles have to be hired. Additional budget must be provided to curtail the cost of hiring.
PPPFA	The implementation of the new PPPFA policy has caused some delays in the procurement of material and services

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Challenge	Actions to address
Vegetation control in order to minimise power outages	The vegetation control section listed on the departments organogram has never been populated with staff due to a shortage of funds. The number of power outages and complaints from the public clearly show the necessity of this section.
Illegal Connections	The illegal connections in the informal areas in Thembaletu remain a challenge. The residents want an electricity supply and reconnect immediately after connections have been removed. The connections cause tripping of the power supply and this causes tension in the community. The only long term solution is to provide the informal areas with electricity.
Vandalism of electrical installations.	Higher security locking systems to replace current devices and improved enclosures for vulnerable substations are being implemented. A reward system whereby R2 500 is paid out to any person who offers information on vandalism and theft of municipal assets and which information leads to the successful conviction of the perpetrator in a court of law has been introduced. The co-operation between the Electro technical Department and the SAPS is also excellent and we have achieved a number success together.

Table 105: Challenges: Electricity

3.6.3 Electricity Service Delivery Levels

The table below shows the different service delivery level standards for electricity within the Municipality and includes informal areas:

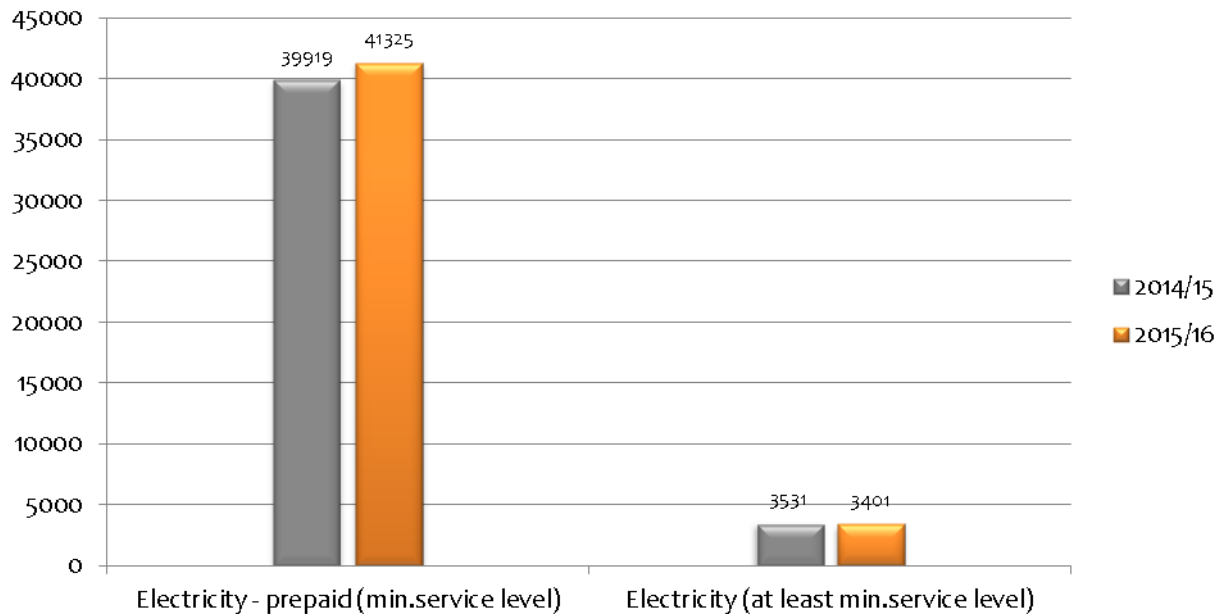
Description	2014/15	2015/16
	Actual	Actual
Household		
<u>Energy: (above minimum level)</u>		
Electricity (at least minimum service level)	1406	1480
Electricity - prepaid (minimum service level)	39919**	41 325**
Minimum Service Level and Above Sub-total	41324**	42 805**
Minimum Service Level and Above Percentage	96.5	96,5
<u>Energy: (below minimum level)</u>		
Electricity (< minimum service level)	0	0
Electricity - prepaid (< min. service level)	4 937*	6 237*
Other energy sources	0	0
Below Minimum Service Level Sub-total	4 937	6 237
Below Minimum Service Level Percentage	11.9	14.5%
Total number of households	46 261	49 042

*Informal areas only - **Including Uniondale

Table 106: Electricity Service Delivery Levels

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The graph below indicates the different electricity service delivery levels per total households:



Graph 4: Electricity Service Delivery Levels

3.6.4 Training and Development – Electricity Services

The directorate is committed to the training & development of its residents and employees which is required for capacity building in order to improve service delivery to the George Community.

Challenges:

Scarce skills in the Electrical Engineering field have been an on-going challenge. This directorate is experiencing great difficulty in attracting suitable qualified staff to fill key positions in particular local candidates.

Addressing the challenges:

To focus and develop career paths for employees with potential and years of experience by assisting them in acquiring the necessary technical qualifications.

This will enable the Municipality to:

- ❖ Address the skills shortage in the electrical technical field;
- ❖ Create promotional opportunities;
- ❖ Build the capacity of the municipality and improve services; and
- ❖ All of this could result in the social upliftment of the staff and the potential to improve their quality of life.

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This department is involved with the following training and development programmes to address the skills current skills shortage:

1) LGSETA, Electrical learner-ship

Three (3) Electrical Assistants, permanent workers.

2) Municipal Infrastructure Support Agent (MISA), Artisan Development Programme.

It includes Theoretical and Practical training for a 3 year period. Each apprentice is in receipt of a monthly stipend for the three year period. The apprentices PPE and training costs are also covered by MISA.

- Twenty two (22) unemployed students from South Cape College with the required qualifications are registered in the MISA, Artisan Development programme. The George Municipality, Electro-Technical Services Directorate is the Host Employer.

The various fields of the Artisan Development programme:

- 4 Diesel Mechanic Apprentices are currently placed with TATA – George to do practical on the job training.
- 2 Fitter & Turner Apprentices placed at the Mechanical Workshop
- 17 Electrician Apprentices, currently placed at Electro-Technical Services Directorate

3) National Treasury Infrastructure Development Grant (ISDG) 3 years Internship programme:

The George Municipality has participated in this Graduate Professionalization & Development programme since its inception in 2012: The current three year programme will be concluded by December 2016. The graduates will submit their respective applications to ECSA for professional registration between August and November 2016.

Various fields of the ISDG Internship and graduate employment:

- One Mechanical Engineer (female)
- Five Electrical Engineers (one female)
- Three Civil Engineers (one female)
- One chemical Engineer (female)
- One Artisan: with Fitter & Turner and Plumbing Trade Test Certificates.

The George Municipality is the first municipality in the Western Cape to have been allocated this grant funding by National Treasury, for training for Infrastructure Development. Furthermore, National Treasury has once again allocated R 12m, (DORA 2016/17/18) to the George Municipality for the implementation of ISDG Internship programme.

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Summary:

This Directorate is making a significant contribution to the George Community by

- Providing training and development to our workers to ensure skilled staff that will ensure the effective, efficient and quality services to the community;
- Addressing and enhancing internal capacity building through learnerships, Capacity Building and Training programmes and National Treasury internships programmes for unemployed local graduates; and
- Create promotional opportunities to our staff once they qualified as artisans and or semi-skilled.

This Directorate as is committed to improve the quality of service delivery and therefore undertake to provide the necessary training and up-skilling of workers to ensure that service delivery is done effectively & efficiently.

It is also committed to network and collaborate with National, Provincial & Local governments and other institutions to ensure the continuation of training initiatives. An unused municipal building will be refurbished as a training centre for electrical staff and interns. Discussions have been held with other electrical departments in the Southern Cape/Karoo to utilise the facilities as a regional training centre. We have a shortage of authorised staff and the centre will be used to train and authorise high and medium voltage network operators.

Most importantly this directorate wants to assist and play an active role in addressing the current technical scarce skills challenges.

3.6.5 Total employees – Electricity Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	1	1	1	0	0
19 – 21	0	n/a	n/a	n/a	n/a
14 – 18	8	10	8	2	20
9 – 13	71	90	71	19	21
4 – 8	45	150	45	105	70
1 – 3	6	13	6	7	53
Total	131	264	131	133	50

Table 107: Employees Electricity services

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3.6.6 Capital Expenditure – Electricity Services (Distribution)

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
20mva Transformer - George	R 9 000 000.00	R 7 000 000.00	R 6 997 837.76
Erf 325 - Temporary Relocation	R 2 400 000.00	0	0
66kv Overhead Line Protea Sub	R 1 500 000.00	0	0
Switchgear: Schaapkop Substation	R 200 000.00	R 230 000.00	R 228 180.00
Clocking System - Elec	0	0	0
Replace Redundant 66kv Switchgear	R 300 000.00	0	0
Switchgear at Welgelegen Sub	R 1 000 000.00	R 860 000.00	R 820 525.00
Electrification - Connections	R 6 140 350.00	0	0
Low Voltage Upgrade	R 150 000.00	0	0
Electrification: Uniondale Connections	R 2 300 000.00	R 2 300 000.00	R 2 281 419.39
Load Control Equipment	R 200 000.00	R 200 000.00	R 191 339.99
Metering Equipment – Schaapkop Sub	R 100 000.00	R 100 000.00	R 99 775.00
Communication Systems: Switches at Substations	R 300 000.00	R 194 000.00	R 193 985.63
Protection Relays at Various Substations	R 400 000.00	R 451 000.00	R 450 501.91
Ms Lawaai kamp/Minisub:500kva	R 700 000.00	R 700 000.00	R 671 361.86
11kv Line/Uniondale	R 200 000.00	R 296 000.00	R 295 349.54
11kv/Thembaletu Clinic	R 200 000.00	R 130 000.00	R 129 473.31
Ms Ebb & Flow/Minisub:315kva	R 200 000.00	R 200 000.00	R 166 554.52
LT Line: Lawaai kamp	R 400 000.00	R 450 000.00	R 441 953.87
11kv Network - Herolds Bay	R 100 000.00	0	0
Transformer/200kva 3phase	R 800 000.00	R 930 000.00	R 927 093.20
L/T Lines – George	R 300 000.00	R 204 000.00	R 174 131.11
L/T Lines – Pacaltsdorp	R 200 000.00	R 200 000.00	R 169 414.24
L/T Lines – Uniondale	R 200 000.00	R 200 000.00	R 133 530.22
L/T Lines – Wildernis	R 200 000.00	R 200 000.00	R 162 459.33
Mobile Radios	R 100 000.00	R 94 000.00	R 91 267.05
Safety Equipment	R 200 000.00	R 151 000.00	R 150 010.93
Protea Sub: Palisade Wall	R 600 000.00	R 438 000.00	R 355 861.06
Informal Areas Electrification (Area 26&19)	R 3 000 000.00	R 4 650 000.00	R 3 462 173.81

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Computer Equipment	0	R 160 000.00	R 159 862.55
Furniture & Fittings	0	R 69 050.00	R 63 869.70
Fault Detection/Digiphone	0	R 104 000.00	R 102 990.00
Security Cameras & Equipment	0	R 270 800.00	R 259 014.04
Tools & Equipment	0	R 80 000.00	R 75 457.91
Reticulation Schemes – Thembaletu (UISP 4B)	0	R 10 760 350.00	R 6 295 419.73
Erf 325: Temporary Relocation Area - Connections	0	R 2 400 000.00	R 2 108 262.51
Total	R 31 390 350.00	R 34 022 200.00	R 27 659 075.17

Table 108: Capital Expenditure 2015/16: Electricity Services

Fleet Management			
Vehicle Tracking System	R 500 000.00	0	0
Hino 5ton Cherry Picker - Caw	0	R 875 000.00	R 783 973.00
Nissan Np300-Caw34670(Gm2258)	0	R 200 000.00	R 168 228.28
Nissan Np300 - Caw63133 Gm(226	0	R 200 000.00	R 168 228.27
Nissan Np300 Hardbody 4x4 - Ca	0	R 320 000.00	R 259 518.71
Nissan Np300 Hardbody 4x4 - Ca	0	R 320 000.00	R 259 518.71
5ton Hino Cherry Picker-Caw313	0	R 875 000.00	R 783 973.00
Trailer - Vegetation Rubble	R 100 000.00	R 55 000.00	R 53 233.34
Safety Measures & Equipment	R 1 500 000.00	R 300 000.00	R 269 149.67
Cherry Picker Trailer	R 800 000.00	0	0
Office Refurbishment	0	R 253 950.00	R 242 791.70
Extension & Upgrade of Building	0	R 50 000.00	R 47 321.27
Vehicle Tracking System	0	R 184 000.00	R 172 883.40
Total	R2 900 000.00	R3 632 950.00	R3 208 819.35

Table 109: Capital Expenditure 2015/16: Fleet Management

Please note: The Street lighting portion of various projects could not be completed due to a delay in awarding the tender for Street lighting material. The funds will be rolled over to 2016/17 to complete the outstanding work.

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3.7 Waste management (Refuse collections, waste disposal, street cleaning and recycling)

George Municipality maintains the national standard of one refuse collection per household per week. Refuse collection services were also rolled-out to all rural areas within the greater George. All waste is taken to a transfer station where it is compacted in huge containers and transported to Petro SA in Mossel Bay. A total of ± 31 000 ton was transported to Petro SA during the year.

The municipality also has a blue bag system for recyclables such as paper, tin, glass and plastic. A number of private recycling companies are also operating in George, collecting recyclables. A total of ± 40 000 tons was recycled during 2015/16. Green waste and builder's rubble are received at a landfill site which was developed for that purpose.

One of the biggest problems that the municipality experiences are illegal dumping in the different neighbourhoods. The municipality has appointed 21 community based contractors with 152 workers to address illegal dumping, by collecting waste and transporting it to the transfer station. Refuse collection stations (Skips), specifically for garden waste, were erected in different problem areas where illegal dumping is experienced.

A Greenest/ Cleanest town project coordinator was appointed three years ago to educate the children and the public not to participate in unlawful dumping, but rather to utilise the services of the municipality.

3.7.1 Highlights - Refuse Removal (Solid Waste)

Highlight	Description
Collection of household refuse in all rural areas in the greater George Municipal area since 2014.	Refuse collection teams are collecting refuse in these areas weekly as per refuse removal schedule.
Placement of 20 SKIPS in areas where illegal dumping is a big challenge- specifically for garden waste	20 x skips were placed in residential areas and are cleaned weekly- specifically for garden refuse.
Appointment of consulting Engineers for several Waste Management projects	For the decommissioning and closing of George and Uniondale landfill site. Building of Transfer station in Uniondale. Building of Composting facility next to George Landfill site

Table 110: Highlights: Refuse removal

3.7.2 Challenges – Refuse Removal (Solid Waste)

Challenge	Actions to address
Illegal dumping remain a big problem for council	Education, awareness at schools and door to door awareness, pamphlet distribution, cleaning of illegal dumping are been done by Solid Waste department on a daily basis 20 skips has been erected in various area i.e. Thembaletu, Parkdene , Borchards, Conville, Rosemoore, Pacaltsdorp to address illegal dumping challenges.

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Table 111: Challenges: Refuse removal

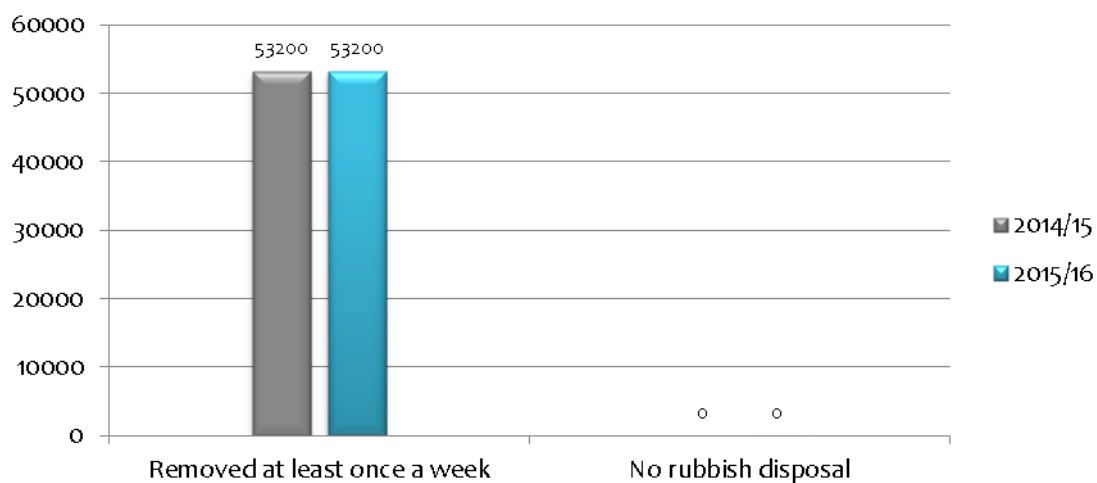
3.7.3 Refuse Removal (Solid Waste) Service Delivery Levels

The table below indicates the different refuse removal service delivery level standards within the urban edge area of the municipality:

Description	2014/15	2015/16
	Outcome	Actual
Household		
<i>Refuse Removal: (Minimum level)</i>		
Removed at least once a week	53200	53200
<i>Minimum Service Level and Above Sub-total</i>	53200	53200
<i>Minimum Service Level and Above Percentage</i>	100	100
<i>Refuse Removal: (Below minimum level)</i>		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
<i>Below Minimum Service Level Sub-total</i>	0	0
<i>Below Minimum Service Level percentage</i>	0	0
Total number of households	53200	53200

Table 112: Refuse removal service delivery levels

The graph below indicates the different refuse removal service delivery levels per total households:



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Graph 5: Refuse Removal Service Delivery Levels

3.7.4 Total employees – Solid Waste Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	4	4	0	0
19 – 21	0	4	4	1	10
14 – 18	0	18	18	0	0
9 – 13	5	64	64	30	47
4 – 8	14	90	90	31	34
1 – 3	20	4	4	0	0
Total	39	184	184	62	34

Table 113: Employees Refuse Removal Services

3.7.5 Capital Expenditure – Waste Management Services

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
TLB	0	R 880 000.00	0
Upgrade Public Toilets	R 300 000.00	R 345 000.00	R 211 783.71
Refurbished Public Restrooms: Beach Areas	R 200 000.00	R 105 400.00	R 105 339.38
Building Of Compost Plant	R 3 000 000.00	0	0
Nissan Ud90 Refuse Truck-Caw55	0	R 1 750 000.00	R 1 318 540.00
Upgrade Of Refuse Camp	R 100 000.00	R 149 600.00	R 121 127.56
Radio Equipment	R 100 000.00	R 100 000.00	R 94 975.50
Rebuild Night Soil Truck	R 1 750 000.00	0	0
Computer Equipment	R 50 000.00	R 50 000.00	R 33 555.80
Co2 Meter - Refuse	R 230 000.00	0	0
Transfer Facility - Uniondale	R 1 000 000.00	0	0
Replace Refuse Truck	R 1 750 000.00	0	0
Bulk Refuse Containers	0	R 100 000.00	0
Landfill Site - George	0	0	R 3 694 567.03
Landfill Site - Uniondale	0	0	R 250 806.67
Total	R 8 480 000.00	R 3 480 000.00	R 5 830 695.65

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Table 114: Capital Expenditure 2015/16: Waste Management Services

3.8 Housing

Since the 1990's there has been a significant influx of people to the Southern Cape and specifically to George. The present waiting list numbers 17 745 (as at 30 June 2016) whilst there are approximately 5183 families living in the informal areas. The shortage of housing increases on an annual basis.

In the year under review, 90 houses within the Uniondale Housing Project have been completed. The Protea Park Housing project commenced and two show houses were built. The Department Human Settlements, Land Affairs and Planning have received approval for Phase 2 of the UISP project for the provision of 456 Enhanced Serviced sites. Approval was also received for the construction for 700 serviced sites within Phase 1 of the UISP project.

In terms of the Winter Readiness programme, where a 4m x 5m structure and a paved floor is provided in cases of emergency, 467 structures have been erected and 80 informal dwellings were rectified in terms of the roof replacement programme during the 2015/2016 financial year.

3.8.1 Highlights – Housing

Highlight	Description
Backyard Dweller Survey	A Survey was completed. A total of 6661 backyard households were surveyed
Transfer of Houses	130 Houses were transferred
Uniondale Housing Project	90 Houses were handed over as part of the Uniondale Housing Project

Table 115: Highlights: Housing

3.8.2 Challenges – Housing

Challenge	Actions to address
Funding is required to implement the projects on the approved Housing Pipeline: Metro Grounds, Conville CRU's, Erf 325, Upgrading of Bulk Services, etc.	Funding applications have been submitted to the PGWC

Table 116: Challenges: Housing

3.8.3 Housing Waiting List

The following table shows an increase of 0.9% in the number of people on the housing waiting list from 2014/15 to 2015/16:

Year	No of people on the list	% increase/(decrease)
2014/15	17 250	0.9%
2015/16	17 745	0.9%

Table 117: Housing waiting list

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3.8.4 Total employees – Housing

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	0	3	3	0	0
9 – 13	5	44	15	29	66
4 – 8	14	30	16	14	47
1 – 3	20	14	1	13	93
Total	39	91	35	56	62

Table 118: Employees – Housing

3.8.5 Capital Expenditure – Housing

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Client Services Building - Pacaltsdorp	R 150 000.00	0	0
Containers - Temporary Crèches	R 700 000.00	R 709 800.00	R 693 024.99
Purchase Land For Housing	R 1 500 000.00	R 1 700 000.00	R 1 700 000.00
Backyard Dwellers- Basic Services	R 800 000.00	0	0
Nissan Np200-Caw11695(Gm2252)	0	R 143 000.00	R 142 964.90
Paving: Mzomhle Crèche	R 70 000.00	0	0
Uniondale: Provision Of 20 Serviced Erven	R 250 000.00	R 60 000.00	R 55 503.57
Haarlem: Provision Of 20 Serviced Erven	R 250 000.00	0	0
4x4 Bakkie: Land Management	R 400 000.00	R 437 000.00	0
Metrogrounds Tra 420 Units	R 2 625 000.00	0	0
Computer Equipment	0	R 42 200.00	R 42 165.85
Tools & Equipment / Furniture	0	R 93 000.00	R 91 155.39
Rosedale TRA: Staankrane	0	R 42 000.00	R 32 437.50
Total	R 6 745 000.00	R 3 227 000.00	R 2 757 252.20

Table 119: Capital Expenditure 2015/16: Housing

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A total amount of R18,260 million was allocated by the Provincial Department of Human Settlements in terms of the Division of Revenue Act (DoRA) to build houses, provide serviced erven (UISP) and to purchase land during the 2015/16 financial year under review, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000	R'000			
2014/15	40 095	43 496	108.48%	79	1746
2015/16	18 260	9 175	50%	90	.*

Table 120: Housing

The financial approval for extension 42 and 58 in Thembaletu to the value of R9.6 million has (as at 30 June 2016) not been received from the Provincial Department of Human Settlements. This approval has been outstanding for a full financial year. If this funding approval was granted the full allocation would have been spent.

*The bulk of the financial approvals were only provided 3 months before the end of the provincial financial year as indicated in a comprehensive report to Council. The municipality in conjunction with Aurecon were ready to go out to tender for the civil works in April 2015 but could not do so as a result of the aforementioned.

3.9 Free Basic Services and Indigent Support

The following table shows the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than **R3000** per month will receive the free basic services as prescribed by National policy, in terms of George Municipality's indigent policy.

3.9.1 Access to Free Basic Services

Free Basic Services To Low Income Households									
Year	Number of households								
	Total no of HH	Households earning less than R 3 000 per month							
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse Removal	
		Access	%	Access	%	Access	%	Access	%
2014/15	38 575	10 240	26.53	9 954	25.8	16 047	42	9 934	25.7
2015/16	38 781	13 478	34.75	13 233	34.1	17 383	44.8	13 355	34.4

Table 121: Access to Free Basic Services

An application for indigent subsidy must be completed by all consumers who qualify in terms of George's Indigent Policy. The approval of the application for subsidy is subject to certain criteria as per the policy. : A re-assessment of the Indigent applications was undertaken and implemented during June 2015 with the outcome that the number of Indigents decreased.

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Services subsidised are:

- ❖ Water- Basic charge + 6kl
- ❖ Electricity- basic charge + 70 kWh
- ❖ Sanitation- basic 100 %
- ❖ Refuse- 100 %
- ❖ 100% Rebate on Rates / or Properties valued less than R120 000
- ❖ Subsidy up to a maximum of **R403.00** per month for basic services.

Free basic services and indigent support:

Grants received for the 2015/16 book year and specifically reserved for indigent households was R100 693 000 of which expenditure amounted to R100 693 000.

Indigent subsidy was also extended to service water leakages, sewerage blockages, and pre-paid meters (PPM) installations, and transfer costs to indigent households.

The access to free basic services is summarised into the different services as specified in the following table:

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value pm	No of HH	Unit per HH (kwh)	Value pm	No of HH	Unit per HH (kwh)	Value pm
			R'000			R'000			R'000
2014/15	16 047	70	1 122	0	0	0	608	50	25
2015/16	17 383	70	1 357	0	0	0	662	50	31

Table 122: Free basic Electricity services to indigent households

Water						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value pm	No of HH	Unit per HH (kl)	Value pm
			R'000			R'000
2014/15	16 544	6	1 257	21 990	6	1 671
2015/16	13 478	6	1 096	25 303	6	2 057

Table 123: Free basic Water services to indigent households

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Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No of HH	R value per HH pm	Value pm	No of HH	Unit per HH per month	Value pm
			R'ooo			R'ooo
2014/15	9 954	173.05	2 862	28 713	173.05	3 805
2015/16	13 233	185.16	2 450	23 557	185.16	4 362

Table 124: Free basic Sanitation services to indigent households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Service per HH per week	Value pm	No of HH	Unit per HH per month	Value pm
			R'ooo			R'ooo
2014/15	9 934	1	2 286	26 042	138.23	3 039
2015/16	13 355	1	2 012	21 925	150.67	3 303

Table 125: Free basic Refuse Removal services to indigent households.

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COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; bridges and storm water (storm water drainage).

George Municipality is responsible for the planning of and maintenance of proclaimed main roads, municipal streets and establishing transportation infrastructure for the transport of goods and commuters. The NLTA places the responsibility for the provision of public transport with the local municipalities.

3.10 Roads and Stormwater

Maintenance and rehabilitation priorities are determined by means of a pavement management system, based on the condition of the road, and the implementation of these priorities are subject to Council approval of adequate funding. The main challenges to overcome, which will significantly improve service delivery, are the difficulty in procurement of services and adequate funding.

3.10.1 Highlights – Roads and Stormwater

Highlights	Description
Upgrading of York Street	Province agreed to provide funding
The construction of paved roads created 435 jobs	87 Small contractors were used

Table 126: Highlights: Road Transport

3.10.2 Challenges – Roads and Stormwater

Challenge	Actions to address
Shortage of funds	Council needs to prioritise more funding for maintenance of roads
Shortage of staff	Appoint staff in vacant posts
Outdated Pavement Management System and Stormwater Management Plan	Service provider will be appointed in the 3-year tender

Table 127: Challenges: Road Transport

3.10.3 Tarred (Asphalted) Roads

Financial year	Total km tarred roads	Km of new tar & paved roads	Km existing tar roads re-tarred	Km tar roads maintained
2014/15	406.1	11.1	24.6	417.2
2015/16	417.2	0	11.4	428.6

Table 128: Tarred (Asphalted) roads

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3.10.4 Gravelled Roads

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar / block paving	Km gravel roads graded/maintained
2014/15	111.6	0	2.4	109.2
2015/16	109.2	0	6.0	103.2

Table 129: Gravelled roads

3.10.5 Cost of Construction/Maintenance: Roads

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	Gravel			Tar		
	New	Gravel – Tar / Block paving	Maintained	New (Tar & Block paving)	Re-worked	Maintained
	R'000					
2014/15	0	0	2 730	27 500	6 500	2 500
2015/16	0	0	2 500	11 000	14 000	4 000

Table 130: Cost of construction/maintenance of roads

The road infrastructure network is one of the largest assets of George Municipality. The condition and maintenance thereof as well as the construction of new roads and transport infrastructure, impacts directly on the safety of all road users' modes of transport and indirectly on local economic development.

Stormwater drainage

The department undertook a study of the condition of the storm water system. The operation of the storm water is conducted with the use of a management system which enable the planning and maintenance section to locate shortcomings. This enables this section to do efficient maintenance on the storm water network.

3.10.6 Storm water Infrastructure

The table below shows the total kilometres of storm water maintained and upgraded as well as the kilometres of new storm water pipes installed:

Financial year	Total km Storm water measures	Km new storm water measures	Km storm water measures upgraded	Km storm water measures maintained
2014/15	395.4	0.5	1.5	397.4
2015/16	397.4	0.8	0.8	399.0

Table 131: Storm water infrastructure

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3.10.7 Cost of Construction/Maintenance: Stormwater

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	Storm water Measures		
	New	Upgraded	Maintained
	R'ooo		
2014/15	1 500	1 250	5 500
2015/16	1 500	1 230	6 500

Table 132: Capital Expenditure: Roads and Stormwater

3.10.8 Total employees – Roads and Stormwater

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	1	1	0	0
19 – 21	0	0	0	0	0
14 – 18	1	3	0	3	100
9 – 13	14	4	4	0	0
4 – 8	50	54	39	15	28
1 – 3	54	61	49	12	20
Total	119	123	93	30	24

Table 133: Total Employees: Roads and Stormwater

3.10.9 Capital Expenditure – Roads, Stormwater and Bridges

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Thembaletu UISP – Streets & Stormwater	R 10 127 700.00	R 1 260 000.00	R 1 239 124.66
Streetlights: George	R 350 000.00	R 340 000.00	R 128 244.51
Traffic Island/Courtenay Street	R 150 000.00	R 150 000.00	R 149 800.42
Street lighting/Informal Areas	R 310 000.00	R 310 000.00	R 95 993.09
High Mast Lighting/ Garcia St & Rosemoor	R 940 000.00	R 940 000.00	R 929 686.58

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Street lighting/Haarlem/Berg Street	R 200 000.00	R 210 000.00	R 205 165.32
Upgrade Roads: Uniondale	R 1 500 000.00	R 1 500 000.00	R 1 437 858.11
Golden Valley: 165 Serviced Sites - Roads	R 3 286 990.00	R 330 000.00	R 325 728.06
Refurbish Stormwater Network (Flood Damage)	0	R 2 825 907.00	R 2 767 325.66
Stormwater Channels	0	R 600 000.00	R 577 183.38
2x 3ton Trucks	0	R 620 000.00	0
Upgrade Roads/Robert Street: Uniondale	0	R 500 000.00	R 498 027.77
Paving Street: Public Works Programme	0	R 2 500 000.00	R 2 504 851.04
Rebuild Of Streets: Greater George	R 4 000 000.00	R 4 000 000.00	R 4 023 592.49
Upgrade Roads & Stormwater Network	R 2 000 000.00	R 2 250 000.00	R 2 270 540.85
Reseal Tar Road Surface: Greater George	R 4 000 000.00	R 4 000 000.00	R 3 999 764.19
Plattner Street Culvert	R 1 500 000.00	R 1 500 000.00	R 1 499 997.53
Upgr Existing Stormwater Infrastructure	R 1 500 000.00	R 1 230 000.00	R 1 178 592.89
Total	R 29 864 690.00	R 25 065 907.00	R 23 831 476.55
Civil other (Town Engineering)			
Computer Equipment	0	R 55 000.00	R 54 290.57
Furniture & Fittings	0	R 30 000.00	R 25 485.32
ISDG Equipment	0	R 320 000.00	R 282 608.94
Total	0	R 405 000.00	R 362 384.83

Table 134: Capital Expenditure 2015/16: Roads, Stormwater and Bridges

3.11 Public Transport

The George Integrated Public Transport Network has transformed the public transport offered for the people of George. Part of this transformation is the formalisation of the current mini-bus taxi industry. A private company, George Link (Pty) Ltd has been formed by the industry and has a 12 year negotiated contract with the George Municipality and the Western Cape Department of Transport and Public Works to operate a public transport service to the community of George. The Contracting Authority (George Municipality and Western Cape Department Transport and Public Works) entered into negotiations with representatives of the local minibus taxi industry in November 2011. Negotiations progressed steadily and an Operator Contract was signed on 31 October 2013 with certain conditions precedent. These were met and the final contract was concluded on 27 November 2014. The George Municipality has received Public Transport Infrastructure and

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Public Transport Network Operating grants from the National Department of Transport and National Treasury over the 2013/14, 2014/15 and 2015/16 Medium Term Expenditure Framework. The Western Cape Provincial Government has also contributed significant financial support via the Provincial Department of Transport and Public Works. As part of the George Integrated Public Transport Network, work has been concluded on a number of infrastructure upgrades, and approximately 600 bus stops have been constructed in the urban area. The first three phases were rolled out by the end of the 2014/15 financial year and substantial refinements and improvements have been implemented during 2015/16. The formal launch of the service was conducted in October 2015 and the first three phases are fully operational. George is only one of four cities in South Africa to have an operational public transport service, and the only B municipality. Full budget expenditure of national grant funding was achieved in 2013/14 and 2014/15 and again in 2015/16.

3.11.1 Highlights – Public Transport

Highlights	Description
Official launch of the GIPTN project October 2015	In October 2015, the Go George project was formally launched in George.
Successful route refinements to Phase 1, 2 and 3	Over the last year, there have been several refinements to the routes to ensure efficiency.
UA mini buses in operation	George is very proud to have developed a universally accessible mini bus – the first of its kind in South Africa!

Table 135: Highlights: Public Transport

3.11.2 Challenges – Public Transport

Challenge	Actions to address
August 2015 protest and violence: The public violence on 19 August 2015 resulted in the suspension of services and also directly delayed the roll-out of services and resulted in the destruction of four vehicles and damage exceeding R10 million. Continued protest action by a disgruntled group of the taxi industry has taken place.	Mediator appointed by National Department of Transport.
Passengers not standing	Repeated communication campaign put into action.

3.11.3 Capital Expenditure – Public Transport

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
	R		
GIPTN Infrastructure and Busses	R 62 014 000.00	0	0
GIPTN Infrastructure & Busses	0	R 39 880 394.00	R 39 879 594.98
GIPTN Infrastructure - Province	0	R 40 000 000.00	R 39 998 840.94
Replace 4 buses	0	R 12 839 480.00	R 12 839 478.68
Total	R 62 014 000.00	R 92 719 874.00	R 92 717 914.60

Table 136: Capital Expenditure – 2015/16 Public Transport

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COMPONENT C: PLANNING AND DEVELOPMENT

The Department is responsible for the following functions:

Development Management, Spatial Planning and Environmental Management, Building Control, and Property Management.

3.12 Planning

The main challenges experienced by the Department are as follow:-

- ❖ Shortage of planning staff with resulting risk to comply with statutory requirements and proactive development planning and facilitation
- ❖ Weak economic base and unsustainable development with spiraling infrastructure requirements and costly services which results in an unaffordable city with diminishing ability to render services.
- ❖ Historic planning context with segregated communities and an unequal space economy and access to opportunities which compromises the social wellbeing with high levels of relative poverty.

3.12.1 Planning Strategies

The table below sets out the main Planning Strategies

Number	Strategies
1	Create quality and safe living environments in support of social wellbeing
2	Ensure sustainable development to maintain the environmental integrity
3	Undertake development planning to support and facilitate economic growth
4	Develop an efficient and financial viable planning service
5	Improve and maintain levels of service delivery and customer satisfaction
6	Build an effective and efficient Department with motivated and competent staff.

Table 137: Planning Strategies

3.12.2 Statistics on Applications Received for Land Use Development

Applications for Land Use Development	2014/15	2015/16
Applications received	509	609
Applications finalized	519	527
Applications completed: (decision communicated)	513	519
Applications still in process: (active applications)	310	318
Applications processed after 6 months or more	39	47
KPI calculation	92.5%	91.08%

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Breakdown of Land Use Applications	2014/15	2015/16
Rezoning	27	15
Subdivision	56	21
Departure	343	386
Consent use	18	15
Removal of Restrictions	13	16
Structure Plan Amendments	0	0
Amendment of Conditions	11	20
Other	51	54
Total	519	527
OSCA Permits Issued	37	42

Table 138: Applications for Land use development and breakdown of Land use applications

3.12.3 Statistics on Building Plan Approvals

Description	2014/15		2015/16	
	Total Received	Building Costs (R)	Total Received	Building Costs (R)
New Houses	291	137 961 000	181	148 471 000
Additions to Houses	443	162 948 400	627	216 748 290
New Town houses	250	381 624 000	356	511 014 000
Additions Town houses	93	18 475 000	96	16 349 510
New RDP Houses	0	0	84	16 920 000
New Flats	2	2 723 500	1	2 951 000
Additions Flats	0	0	1	189 000
New Businesses	5	184 931 500	2	42 158 500
Additions to Businesses	19	19 169 200	21	14 785 500
New Industries	8	35 937 000	7	22 768 000
Additions to Industries	34	115 412 500	35	97 363 000
New Churches	1	1 995 000	1	1 155 000
Additions to Churches	3	786 000	2	786 000
Additions to Restaurants	0	0	2	2 424 000
New Schools	1	1 824 000	1	45 493 000
Addition to Schools	5	10 188 000	3	16 046 000
New Crèche	0	0	0	0
Additions to Crèches	0	0	0	0
Additions to Colleges	0	0	0	0
New Information Centre	0	0	0	0
New Clinic	0	0	0	0

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Description	2014/15		2015/16	
	Total Received	Building Costs (R)	Total Received	Building Costs (R)
Addition to Abattoir	0	0	0	0
Additions to Hotels	0	0	0	0
New Retirement villages	0	0	1	18 570 500
Additions to Retirement villages	0	0	0	0
Additions to Hospitals	0	0	1	830 000
Additions to Universities	0	0	0	0
Additions to Boarding houses	0	0	0	0
New Guest houses	3	67 334 500	1	1 914 000
Addition to Fire Station	0	0	0	0
New Civic Hall	1	1378 000	0	0
Additions to Chalets	0	0	1	3 600 000
Additions to Clinics	0	0	2	3 289 000
Alterations	242	6 542 853	382	6 675 170
Total	1401	1 149 230 453	1 724	R 1 173 621 750

Table 139: Breakdown of building plan approvals

3.12.4 Statistics on Property Management Income

Description	2014/15	2015/16
	R'ooo	
Leasing of Council Owned Properties	1 093	1 668
Sales of Council Properties	4 843	5 351
Total	5 936	7 020

Table 140: Property management

3.12.5 Total employees – Planning

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	1	0	0	0	0
14 – 18	7	12	6	6	50

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TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
9 – 13	17	32	16	16	50
4 – 8	4	12	5	7	58
1 – 3	0	0	0	0	0
Total	29	56	39	29	52

Table 141: Employees: Planning

3.12.6 Capital Expenditure – Planning

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
No Capital Expenditure	N/A	N/A	N/A

Table 142: Capital Expenditure 2015/16: Planning

3.13 Local Economic Development (LED)

George Municipality firmly takes a stance that it is not government, and in their specific case, local government's role to directly create jobs. The role of Local Government in Economic Development is to create an enabling environment for economic activity and growth. The execution of LED is a process, which takes numerous years to show tangible results in economic growth and development. George Municipality embarked on this process in early 2012 with the development and adoption of its Economic Development Strategy.

At the centre of LED implementation in George is the model that has been developed to depict the required actions to ultimately achieve an improved quality of life for all citizens. It starts with good Leadership and Governance, and follows sequential economic interventions and actions in order to eventually achieve sustainable improvements in living standards for all residents. The Economic Strategy Process (including PACA and BR&E) in early 2012 (2011/2012 financial year) represents some of the first steps in this model towards a sustainable LED delivery system. These processes are in line with ensuring expert facilitation of processes and getting stakeholders to contribute their ideas and resources.

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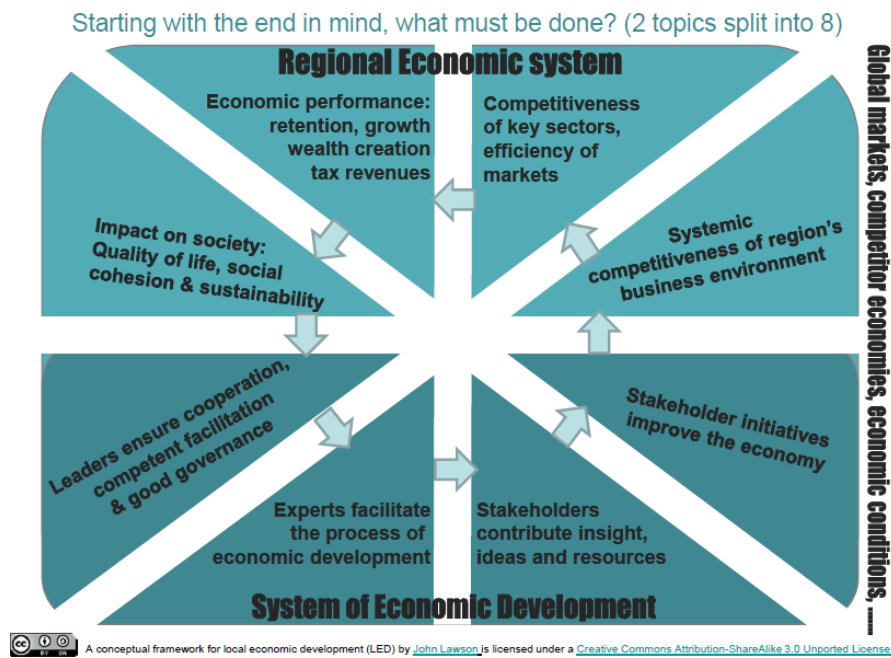


Figure 2: LED model

The 2015/2016 financial year represented the 4th full year of implementation of this strategy. Specifically the year saw actions within the ambit of the strategy that reflects a responsive local authority when economic opportunities and trends are presented. This resulted in a number of vibrant new growth sectors receiving attention and support (outlined in more detail below). The year also saw a renewed recognition that although work on the competitiveness and growth of the economy and support for existing clusters are important, there is a dire need for capacity building within local communities to ensure that they are able to access the economic opportunities created. Projects such as the creation of Community Market Days and the operationalising of the Worker Collection Point (formerly known as “Men on the Side of the Road”) directly supports this focus area.

In the past reporting on “job creation” through LED Initiatives was limited to reporting on EPWP short term work opportunities created. However, the EPWP reporting and co-ordination is no longer administered through the LED office. This year saw the first stages of implementation of a LED Management System, which includes a more detailed LED reporting system that show multiplier and other effects based on the local economic reality through LED work. It is anticipated that the system will be fully implemented in 2015/2016, offering enhanced reporting on achieved outcomes and outputs from the LED Unit.

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3.13.1 Highlights – LED

The table below gives a brief description of all the achievements within local economic development during the 2015/16 financial year:

Highlights	Description
EzyED Reporting and Management System	<p>On 2 and 3 December 2015 the LED Manager , C Bunding-Venter attended a two day training session on the latest version of the LED Reporting system which the department has been utilising. The system is now a fully functional online platform (www.ezyed.com) and offers world-first reporting capabilities in the LED space. It also offers collaborative work groups, full governance oversight, an investment promotion space and the ability to start building business databases for a locality. The system is currently being utilised by the LED Office to implement all new projects and over the next months all old projects will be captured to allow for a full reflection of economic impact over the past 3 – 4 years.</p> <p>A presentation showcasing the system and its implementation by the unit will be done to the Strategic Services Committee. In addition to this a governance group has been created, which will give each member of the committee full and real time oversight of LED activities.</p>
Urban Household Food Security Project- Phase 1	<p>The project received great support from sponsors which included MTO (Cape Pine), Stake Ayers, varies seeds, the local department of agriculture in partnership with Breede Gouritz Catchment Management Agency (BGCMA) in the form of 35 water tanks.</p> <p>Gardeners received seeds from Food Garden Hub at Worker Collection Point (WCP). They could also communicate via their coordinator if they need any help from the Hub regarding pests and compost.</p> <p>Each coordinator nominated 5 gardens from their respective area who they considered the best gardens in that area. All together 50 gardens were nominated.</p> <p>Desmond Carolus, the project manager at the Local Economic Development (LED) from the Municipal Office visited these 50 nominated gardens.</p> <p>He then selected 2 gardens from each area based on the best garden and most creative garden from each area as winners. This means 20 overall winners</p>
Community Market- Thembaletu	<p>Thembaletu market stalls improved from 10 stalls in the previous year to 14 stalls this year.</p> <p>This market gains great support from the community, ±350 people visit the market monthly.</p> <p>Entertainment draws immense attention to the market and the local artists (dance groups and singers) have a platform to perform.</p> <p>There is also a huge variety of stalls that includes traditional clothes and jewellery, Avon, handbags & caps made from cans, chemicals, party packs and handmade jewellery.</p>
Community Market- Blanco	<p>Blanco are fast becoming one of the most successful markets.</p> <p>Families gather around monthly to come and sell their products.</p> <p>Tremendous fun for the kids with entertainment such as face painting, colouring, jumping castle and fishing games.</p> <p>The community support is astonishing and they are always anticipating the next market</p>
Workers Collection Point	<p>Jimmy Adams, a contractor for MTO forestry's, took 16 men on Wednesday, 2 April 2016, for a project in Touwsrante, Hoekwil. This project is until August 2017.</p> <p>A contractor for MTO, Willem Rhode, used WCP to source 30 unemployed men from Blanco. These men, if successful, will have permanent employment for 2 years.</p> <p>We also have 2 of our regular men that received permanent employment from Patric Muller, they are, Asanda and Maxim.</p> <p>One of our regular painters received an opportunity from Kirsten and Tulleken to be trained as</p>

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Highlights	Description
	<p>a Roller operator.</p> <p>Proud to say that Kirsten & Tulleken and MTO (Cape Pine) is from our stakeholders on this project.</p>

Table 143: Highlights - LED

3.13.2 Challenges – LED

The table below gives a brief description of all the challenges within local economic development during the 2015/16 financial year:

Description	Actions to address
Human Resources	<p>All these staff members are on contract basis accepted Ms. Rose Lewis, Acting Manager: LED.</p> <p>Mr. Desmond Carolus is appointed as Project Manager for Worker Collection Point (and Community Markets and Food Security – all run from the WCP site). He is on a fixed term contract that has been renewed multiple times. A Council decision has been obtained to create and fill this post, but no progress on this has been made.</p> <p>Desiree Prins has been working as Intern with LED, paid through the EPWP office (Gavin Esau). Her contract is extent for the 2016/2017 period.</p> <p>An Item will be table to Council to made provision for funds to fill this portion in the 2017/2018 financial year.</p> <p>Amy Kearns, based at the Worker Collection Point, is paid a supervisor rate through EPWP and assists with Admin on the site for all three of the projects run from there. Her contract is also extend for the 2016/2017 period.</p> <p>An Item will be table to Council to made provision for funds to fill this portion in the 2017/2018 financial year</p>
Community Markets in general	<p>Some challenges remain, particularly the need for more innovative products to reach the markets and the need for personal growth amongst participants to see their activities at the markets as a viable income stream and not an occasional windfall.</p> <p>Being a community based project no fees are charged for stalls, thus entrepreneurs will confirm their attendance but pull out a day before the market, no commitment from stall owners/ entrepreneurs.</p> <p>Weather, rain have an effect on the markets, market have to be postpone until weather conditions allow markets to continue, mostly during winter.</p> <p>A Item will be table to Council to made a decision whether the community should be paying a fee for a stall or not.</p>
Workers Collection Point (WCP)	<p>To continue and improve on service deliverables to the public.</p> <p>Our database for skilled workers is improving but we are in need of</p>

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Description	Actions to address
	electricians, bricklayers and carpenters. LED is planning to do the required and necessary skills training in the needed area's for unemployed people.

Table 144: Challenges within local economic development

3.13.3 Strategic Areas – LED Strategy

The George Municipality has a formidable and credible LED Strategy which is up for review in the 2016/17 financial year. It is a strategy that economic development considerations and approaches including interventions such as the following:

Strategic areas	Description
Economic Development Strategy	
<p>Seven key focus areas:</p> <ol style="list-style-type: none"> 1. Call Centres & ICT related support 2. Berries 3. Vegetables 4. Dairy 5. Timber 6. Education 7. Hops Usage <p>These are unpacked in more detail in the Economic Development Strategy, also categorised as short, medium and long term focus areas.</p>	<p>Key focus areas were arrived at through a) detailed desktop Economic Development Profile and b) PACA process including one-on-one interviews and series of workshops with key industry role players. Focus areas are narrow (at a sub-sector) level, so as to ensure more detailed intervention design. These focus areas were arrived at based on existing economic activity coupled with the potential to build a lasting competitive position in the face of fiercely competitive local and international market forces. Of these Berries, Dairy and Hops Usage has not required or received any direct municipal assistance to date.</p>
Additional Focus Areas 2015/2016	
Honeybush Tea (Specifically around Uniondale and Haarlem) are receiving continues support	Demand is currently significantly outweighing the supply of Honeybush Tea internationally. The Tea occurs naturally from the West Coast to Port Elizabeth. Following an industry workshop an agreement was entered with the SA Honeybush Tea Association to provide direct support to commercial and emerging farmers and harvesters in the municipal area. This includes extensive training as well as the establishment of a nursery. The key to the long term health of the industry is an increase in cultivated areas in order to protect the wild stock.
Film Industry	Several Film Strategy Workshops were held with the GRKK Film Steering Committee, which includes the Eden District and other role players to compile a strategy. A Film Catalogue will be compiling by the Service Provider, Create Design. Four (4) working groups from the Steering Committee is identify to give regular feedback on Skills Development, Marketing, Promotions and Film Sector Profiling.
Access to the Economy	Projects include Community Market Days, Worker Collection Point, Kos & Fynbos Food garden was replace with the Urban Household Food Security Garden Project initiatives and a focus on entrepreneurship support.
Agri-Park Project	George Municipality is fully participating in this national priority

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Strategic areas	Description
Economic Development Strategy	
	<p>project, with two Farmer Production Support Units (FPSU's) allocated to George (Honeybush in Haarlem area and Vegetables around George). District Steering Committee Meetings are held fortnightly, alternating between George and Oudtshoorn (as Oudtshoorn is the host of the larger Agri-Hub site). A consultant was appointed to draft an Agri-Park Master Plan for the District, including an extensive Status Quo report to identify priority commodities. The first draft of this document was received on 15 December 2015 for consideration. The 200 page document is available from the LED Office on request, and should be finalised by January 2016. The project continues to be very time consuming and requires extensive commitment and inputs from the LED Office.</p> <p>This project is driven by the Department of Rural Development and Land Reform (DRDLR). A support unit will be established in Haarlem (Business Plan is compile by Department of Agriculture).</p>

Table 145: LED Strategic Areas

In addition to the above sector specific key focus areas, a number of other initiatives of a more cross cutting nature also received attention. These include for example:

- ❖ Support and input into the George Integrated Public Transport Network (GIPTN) as key economic infrastructure, including background work around value capture and the potential of transit orientated development for George;
- ❖ Ongoing work to secure an Urban Agri-Park for George in collaboration with NMMU, Rhodes and Fort Hare Universities as well as Eden District Municipality;
- ❖ Collaboration with Provincial Government on identified Joint Planning Initiatives (JPI's) as well as Provincial Game Changers such as Energy Security; and
- ❖ Ongoing support for and collaboration with the South Cape Economic Partnership – an innovative approach to regional economic development in the area.

3.13.4 LED initiatives

Actions and projects should be aimed at stimulating the economic playing field, and not to directly create jobs. With a limited budget for LED Projects and currently only one official in the Unit (a third Project Manager for the last two months of the financial year), implementation of the following projects took place, as set out in the table below (Excluding EPWP projects):

Description of project	Amount spent to date	Performance Highlights
Kos & Fynbos Summer 2015 Food Garden Competition	R 107 478.13 R80 000,00 (Ward based) and R27 478.13	366 households in wards 4, 5 6 14, 16 and 21 participated in the event, which took place on 23 - 30 November 2015. Generated

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Description of project	Amount spent to date	Performance Highlights
	(Project Vote)	extensive positive media coverage. New approach to remunerate community coordinators as an EPWP project also very successful.
Urban Food garden Security Project Phase 1	R94 312.00 (EPWP Salaries) R 81 457.29 (Project vote)	Financial contribution from our Project vote was allocations in order to execute this project successfully. 278 households participated in this round. Two (2) winners was identified per ward, which received each R1200.00 in prizes from Builders Warehouse and Tuinroete Agri.
Community Market Days	R50427.37	Currently the wards participate in the community markets is wards: 1, 6,14 ,17 and Thembalethu in general. Blanco is fast becoming the most successful market because of family and community support and Thembalethu markets going from strength to strength. Continuous innovation in terms of market locations based on consumer behaviour.
Worker Collection Point	R 31 534.39	In excess of 335 registered men on our database. 3789 daily registration, 1518 work opportunities, 163 new registrations, 20 permanent jobs and 99 short term casual workers for the financial year 2015/201. Individuals assisted during the year, multiple training opportunities and permanent placements secured. Facility well maintained and improvements to building (extension of decking), new seedling nursery, and vegetable gardens established.
Film Industry support	R185 000	MoU signed with Cape Film Commission, various industry workshops and first ever Short Film Festival screening hosted. R 48 349.00 was paid to Western Cape Economic Development Partnership(WCEDP) to contribute towards to the film catalogue .A Service Level Agreement was signed between George Municipality and WCEDP.
Entrepreneurship Week (Entrepreneur Inspiration Sessions)	R 120 000	Training provided on the Business Model Canvas to 90 individuals. MOU signed with the George Business Chamber in support of the event hosted Jan-May 2016.
George Business Chamber AHI National Congress 2015	R100 000	MoU signed with George Business Chamber in support of event to be hosted 6-9 October 2015.

Table 146: LED initiatives

3.13.5 Expanded Public Works programme

The Directorate Community Safety is responsible for EPWP Monitoring, Coordination and Administration and reporting whilst each Directorate has nominated EPWP Champions and Project Managers who are responsible for direct implementation and oversight. Reporting can be done in terms of person days created, work opportunities or full time equivalents (FTE's); the table below reflects all the work opportunities created from all reported projects for the George Municipality for the year 2014/2015. It is important to note that due to the mismatch in financial years between National and Local government, reporting on EPWP numbers are rather cumbersome. For purposes of this report the figure that corresponds with the National Government financial year 2013/2014 (April 2013 – March 2014) are reflected.

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2013/2014 was the fifth and final year of implementation of EPWP Phase II. A third five-year phase was announced, with significant planning and consultation done in preparation for the roll out that commenced on 1 April 2014. George Municipality grant allocations had increase on these actual performances.

Year	Work Opportunities		Full Time Equivalent		Conditional/ Incentive Grant Allocation
	Target	Actual	Target	Actual	R'ooo
2014/15	612	1 798	96	511	2933
2015/16	858	965	273	384	1864

Table 147: Job creation through EPWP projects

3.13.6 Total employees – LED

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	1	1	0	1	100
9 – 13	1	14	6	8	57
4 – 8	0	2	0	2	100
1 – 3	0	2	1	1	50
Total	2	19	7	12	63

Table 148: Employees: Local Economic Development

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COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.14 Libraries

Introduction to Libraries

The events and programmes that were held by George Library Service were a reflection of a social inclusive, active, free, equitable and accessible service which caters for the needs of all the communities in George and surrounding areas. Some of the events that need mentioning are:

- George Library Service was actively involved with National Science Week which was from the 3rd until the 8th August 2015.
- The satellite launch of National Book Week by the Western Cape Minister of Cultural Affairs and Sport, Minister Anroux Marais, at Conville Community Hall, Conville. The launch of the event (on the 8th September 2015) coincided with International Literacy Day as well as Arbour Day. George Library, Thembaletu Library and Pacaltsdorp Library featured prominently during this week.
- Library Week. This is an annual event. This year it was from the 12th until the 18th March 2016. Staff members of George Library took to the street to advertise the event. Radio interviews were held on the 14th and 17th March 2016 with regards to the activities of the week.

3.14.1 Highlights – Libraries

Highlights	Description
Anthony Noble Art Exhibition	This event was held from the 27 th July until the 1 st of September 2015 at George Library. Noble's theme for this year was Lighthouses. The demonstration sessions held on Tuesdays and Thursdays had to be prolonged three times on request by the public.
Blanco Library - Heritage Month Celebration	Blanco Library involved community members with an exhibition of photographic material, books, pamphlets and newspaper cuttings which depict the history of Blanco. Lynn Thomson of George Museum provided some guidance with the exhibition and even had discussions with community members during her visit to the Library.
Avontuur Library	Avontuur Library celebrated Library Week (for the first time) with a fully constructed programme for the week.
Thembaletu Library	The Traffic Department of George Municipality brought the road safety mascot, Daantjie Kat, along to the Library during the December holidays

Table 149: Highlights: Libraries

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3.14.2 Challenges - Libraries

Challenges	Description
Burglaries and vandalism of Libraries	Conville and Thembaletu Library were burgled several times. George Library – vandalism in the form of writings on the wall of the Library. Homeless people sleep on the roof of the Library and damaged the wall of the Library in their endeavour to get onto the roof where they sleep at night.
Maintenance of Libraries	Library buildings are old, which leads to problems with regards to the maintenance of the roof (of some Libraries) and the building/s as a whole

Table 150: Challenges: Libraries

3.14.3 Service Statistics - Libraries

Type of service	2014/15	2015/16
Number of Libraries	9+2 depots	11
Library members	50 585	54 088
Books circulated	504 230	456 283
Exhibitions held	333	338
Internet access points	48	48
Children programmes	346	272
Visits by school groups	38	19
Book group meetings for adults	113	26
Primary and Secondary Book Education sessions	72	30
Special Projects	24	87

Table 151: Service Statistics – Libraries

3.14.4 Total Employees – Libraries

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0

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TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
19 – 21	0	0	0	0	0
14 – 18	1	1	1	0	0
9 – 13	1	4	3	1	25
4 – 8	24	50	41	9	18
1 – 3	0	0	0	0	0
Total	26	55	45	10	18

Table 152: Employees: Libraries

3.14.5 Capital Expenditure – Libraries

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Upgrade & extension of Conville Library	R 2 000 000.00	R 5 046 050.00	R 28 000.00
Notice Board: Thembaletu Library	R 1 000.00	R 1 000.00	R 753.81
Printer & Scanner: Touwsrante Library	R 1 500.00	R 1 500.00	R 964.04
Scanner: Thembaletu Library	R 1 200.00	R 1 200.00	R 788.59
Blinds: Pacaltsdorp Library	R 6 300.00	R 6 300.00	R 4 105.27
Chairs: Main Library - George	R 10 000.00	R 10 000.00	R 8 771.50
3 Computers: George Library	30.000	R 30 000.00	R 29 672.42
Total	R 2 020 030.00	R 5 096 050.00	R 73 055.63

Table 153: Capital Expenditure 2015/16: Libraries

3.15 Social Development

3.15.1 Introduction to Social Development

Social Development includes the development and implementation of effective community based projects and programs that address social needs of the broader George and its surrounding areas, including the Uniondale and Haarlem area.

3.15.2 Highlights – Social Development

Highlights	Description
EPWP Program	Appointment by EPWP workers relieved the working load.

Table 154: Highlights: Social Development

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3.15.3 Challenges – Social Development

Challenges	Actions to address
Staff shortage	Appointment of EPWP workers
Shortage of vehicles	Purchase of vehicles

Table 155: Challenges: Social Development

3.15.4 Service Statistics – Social Development

Type of service	2014/15	2015/16
Veggie gardens established	420	4 Community gardens
Soup kitchens established or supported	135	158
Initiatives to increase awareness on child abuse	<p>Life Skills Camp: Children reached: 26</p> <p>Life skills groups at Primary Schools: Children reached: 96</p> <p>2 Holiday Programmes: Children reached: 120</p> <p>Information tables in Communities: Number of Persons reached: 125</p> <p>Early childhood Development Centres: 25</p> <p>Information sessions at ECD Centres: Children Reached: 1852</p> <p>Centre for Children living on the Street: 12</p>	<p>Lifeskills Camp: Children reached: 27</p> <p>Life skills groups at Primary Schools: 4 primary schools: 110 children reached</p> <p>2 Holiday programmes: Children reached: 100</p> <p>Early Childhood development Centres: 24 Centres</p> <p>Information sessions at ECD pertaining to Social challenges, molestation, road safety, personal safety Children Reached: 1710</p> <p>Forum Meetings (Takes place each quarter): 3</p> <p>Crèche Talent Show: 1000 children reached</p> <p>Back to School Function: 19 primary schools were reached</p> <p>Awareness Day, Themba lethu: Persons reached: app 300</p> <p>Centre for children Living on the Street: 13 Children reached through the Centre</p>

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Type of service	2014/15	2015/16
Youngsters educated and empowered	<p>Information sessions (includes Bursary, Learnerships, Employment Opportunities, Career Guidance, Expo's, SA Sport for Change, Outreach Camps, First Aid Training, Waste Management Training, Peer Educator Outreaches): 2525</p> <p>3 x Careers Exhibitions: 2 631</p> <p>2 Holiday Programmes: 228</p> <p>Youth Centre and Office Walk-in's: 6093</p> <p>Weekend Programs:</p> <p>Children reached: 300</p> <p><u>Special Events held</u></p> <p>Freedom Day Celebrations</p> <p>Children Reached: 250</p> <p>Family Day : 700</p> <p>Safety Parents Program: 60</p> <p>Awareness programs at schools:</p> <p>Children reached:</p> <p>National Youth Day : 1 900</p>	<p>Information sessions (includes Bursary, Learnerships, Employment Opportunities, Career Guidance, Expo's, SA Sport for Change, Outreach Camps, First Aid Training, Environmental awareness Training, Peer Educator Outreaches): 4673</p> <p>Total trained and up skilled: 598</p> <p>4 x Career Exhibition: 3100</p> <p>5 Holiday Programmes: 6725</p> <p>Youth Centre, Youth Café and Youth Office Walk-in's: 11941</p> <p>Weekend Programs</p> <p>Youth and Children reached: 534</p> <p>Awareness and Outreach programs in and out of schools, Children and Youth reached: 2274</p> <p><u>Special Events held</u></p> <p>Human Rights Day Celebrations : 300</p> <p>Family Day : 250</p> <p>World Aids Day program: 123</p> <p>Safety Parents Program: 60</p> <p>National Youth Day : 924</p> <p>Talent shows : 854</p> <p>16 Days of Activism against Women and Child abuse</p> <p>Children reached : 400 (Uniondale and rural areas)</p>
Initiatives to increase awareness on disability and Gender/ Women empowerment	<p>Women of Worth Workshops: 150</p> <p>Information Sessions(Distribution of flyers, Surveys, Trainings): 1000</p> <p>Disability Awareness Sessions: 100</p> <p>Disability Seminar: 100</p> <p>Gender Workshops: 200</p> <p>Disability Workshops: 200</p> <p><u>Special Events:</u></p> <p>Women's Day: 170</p> <p>OCC School Projects: 400</p> <p>16 Days of Activism against Women and Child Abuse: 700</p>	<p>Women of Worth Workshops: 100</p> <p>Information Sessions(Distribution of flyers, Surveys, Trainings): 1000</p> <p>Men of Integrity Workshops: 180</p> <p>Elderly Sessions(visits): 210</p> <p>Domestic Elderly Act Workshops: 62</p> <p>Disability Awareness Sessions: 94</p> <p>Gender Workshops: 150</p> <p>Gender and Disability Information Sessions: 124</p> <p>Disability Workshops: 160</p> <p><u>Special Events:</u></p> <p>Women's Day: 300</p> <p>OCC School Projects: 500</p> <p>World Elderly Abuse Awareness Day: 350</p> <p>Elderly Mayoral Function: 110</p>
Initiatives to increase awareness on	<u>Special Events held</u>	<u>Special Events held</u>

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Type of service	2014/15	2015/16
HIV/AIDS	<p>Candlelight Memorial Service: 135 Khomani Day: 62 World AIDS Day: 500 World TB Day: 450 People reached : 1147 <u>Education and Awareness:</u> Risky Persons outreaches (LGBTI): 392 HCT Campaigns: 879 Medical male circumcisions (MMC): 64 Condom distribution: 9600 Wellness days: 1372 Dissemination of information (flyers, brochures etc.): 5 330 Training session for Peer Educators: 52 Information sessions to community members: 151 Sex workers outreaches: 12 Door to door outreaches: 72 Exhibitions done: 71 Persons reached: 6558 <u>Treatment and Care:</u> ARV Care program: 220 persons received food vouchers Clothing bank: 17 persons received clothing. People reached: 847</p>	<p>Candlelight Memorial Service: 2 Khomani Day: 2 World AIDS Day: 1 World TB Day: 5 People reached : 1150 <u>Education and Awareness:</u> Risky Persons outreaches (LGBTI): 360 HCT Campaigns: 960 Medical male circumcisions (MMC): 230 Condom distribution: 63351 Wellness days: 8 Dissemination of information (flyers, brochures etc.): 13287 Workshops for Peer Educators: 15 Information sessions to community members: 398 Sex workers outreaches: 12 Door to door outreaches: 37 Exhibitions done: 71 Persons reached: 6572 Distribution of male and female condoms: <u>Treatment and Care:</u> ARV Care program: 226 persons received food vouchers Clothing bank: 69 persons received clothing. People reached: 295</p>
Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes	<p>Door to Door Campaigns: People reached: 2749 Information sessions at Clinics People reached: 145 Information tables in all areas: People reached: 457</p>	<p>Door to Door Campaigns: People reached: 2900 Information sessions at Clinics People reached: 120 Information tables in all areas: People reached: 1865</p>
Special events hosted (World's Aids Day, World Labour day, World Disability Day, Youth Day, 16 Days of activism against women abuse)	<p>16 Days of activism: Distribution of white ribbons and pamphlets: Persons reached: 220 Child Protection Week: Children reached: 1150</p>	n/a
Mandela Day	n/a	n/a

Table 156: Service Statistics – Social Development

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3.15.5 Total employees – Social Development

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	1	1	1	0	0
9 – 13	3	11	7	4	36%
4 – 8	4	5	3	2	40%
1 – 3	0	0	0	0	0
Total	8	17	11	6	448%

Table 157: Employees – Social Development

3.15.6 Capital Expenditure – Social Development

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Wendy House - Clothing Bank	R 20 000.00	R 20 000.00	R 11 920.00
Protea Park Community Hall Erf	0	R 475 000.00	R 453 458.81
New Dawn Park Community Hall Erf	0	R 475 000.00	R 48 839.08
Rosedale Community Hall Erf	0	R 475 000.00	R 401 390.98
Thembaletu Community Hall Erf	0	R 475 000.00	R 367 334.71
Palisade Fence: Protea Park Community Hall	0	R 180 000.00	R 118 364.04
Palisade Fence: New Dawn Park Community Hall	0	R 90 000.00	R 82 154.00
Palisade Fence: Rosedale Community Hall	0	R 210 000.00	R 147 900.00
Palisade Fence: Thembaletu Community Hall	0	R 140 000.00	R 94 300.00
Paving: Protea Park Community Hall	0	R 230 000.00	R 101 165.71
Paving: New Dawn Park Community Hall	0	R 230 000.00	R 125 539.14
Paving: Rosedale Community Hall	0	R 230 000.00	R 148 426.94
Paving: Thembaletu Community Hall	0	R 230 000.00	R 133 211.95
Total	R 20 000.00	R 3 460 000.00	R 2 234 005.36

Table 158: Capital Expenditure 2015/16: Social Development

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; cemeteries and coastal protection.

Coastal Management is currently a new concept in the country with which the municipality must still start to deal with. Beaches are cleaned in a reactive manner as and when needed and protection services handle all the public behaviours, but there is currently not enough capacity to do this on a fulltime basis. Visits are seasonal and weather permitting. The Eden District Municipality in cooperation with the Provincial Government is in process to develop a coast management plan in terms of the Integrated Coastal Management Act. The Act also refers to a set of standard By-Laws and possible scheme regulations. This project will still take a while to be completed and is currently in the beginning phases. The Provincial Government has also appointed a service provider in terms of the Act to deal with the setback of lines. They must still start with work and Strategic Services will provide inputs in both the aforementioned projects such as inputs with regard to the setback of lines for coastal developments within 100m from the high water mark.

Coastal Management will have an impact on various functions within the municipality and there is currently not any personnel dedicated to this responsibility. The Coastal Management Plan that is currently in process to be developed will provide direction in this regard in the near future.

With regard to biodiversity, the Provincial Government is also in process to finalize the Environmental Management Plan for the George area. Most current activities are focussed on reducing invasive alien vegetation. The National Department of Environmental Affairs have launched a campaign in the Southern Cape to motivate landowners to comply with the Act.

The Air pollution function is shared with the Eden District Municipality which creates a challenge regarding the split between responsibilities.

George Municipality has a total of 13 cemeteries to manage. They all add up to 46.3 ha. Most of the cemeteries (nine) are in George with four in Uniondale – 110 km away from George.

At present, seven of the cemeteries are operational while the other 6 are maintained as if operational. (Maintenance is done by four community contractors) – must be removed. During 2015/16 a total of ± 720 burials took place. The combined capacity allows for a window of about five years. The possible expansion of the current cemeteries is reflected in the structural plan for George and new areas are still being investigated in George and Uniondale.

There is a privately owned cremation facility in George and it is found that there is an increase in the number of cremations each year.

George Municipality has a total of 150 parks with a total of area of 200 ha. These parks are maintained on a regular basis (18 cutting cycles per year) by private contractors. Almost 50% of these parks have playing apparatus. These apparatus are

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vandalized on a continued basis costing the municipality approximately R 150 000 per year to maintain these apparatus. The past year very little was done to repair vandalized play parks due to capacity constraints.

3.16 Environmental Protection

3.16.1 Highlights – Environmental Protection

Highlights	Description
Working for Coast	Rendered a very valuable service cleaning beaches during season time and rehabilitating dunes
Clearing of aliens	Mayoral project of R1.5m was continued
Coastal management	Co-operative coastal management structures were formed
Environmental Education Centre	Were built in Botanical gardens (Funded by EPIP)

Table 159: Highlights: Environmental Protection

3.16.2 Challenges – Environmental Protection

Challenges	Description
Staff Component	Only two environmental health practitioners for the greater George.

Table 160: Challenges: Environmental Protection

3.16.3 Service Delivery Statistics – Environmental Protection

Performance indicators	2014/15	2015/16
Noise nuisance complaints	10	17
Air pollution complaints	13	16
Complaints regarding overgrown erven	201	157
Number of complaints received	195	200
Number of complaints resolved	99%	99%
Number of environmental sessions held	7	1
Issuing of business & entertainment licenses	31	17
Keeping of animals complaints	52	58
Pauper burials	38	32

Table 161: Service Delivery Statistics – Environmental Protection

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3.16.4 Capital Expenditure – Environmental Protection

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Toilet Facilities: Cemetery - Uniondale	R300,000.00	R200,000.00	0
Computer Equipment: Environmental Admin	0	R82400.00	R82347.64
Furniture & Fittings: Environmental Admin	0	R12571.00	R12564.31
Park Thembaletu	R 150 000.00	R 300 000.00	R 77 630.00
Tractor, Tractor & Hydraulics	0	R 100 000.00	0
Tata Lpt813-Caw18378 Parks	0	R 354 000.00	R 354 333.59
Nifty Hysbak Op Tractor	0	R 250 000.00	0
4x4 Tractor	0	R 450 000.00	0
Tractor	0	R 350 000.00	0
Hydraulic Tractor	0	R 100 000.00	
4x4 Trekker - Parke	R 400 000.00	R 400 000.00	0
2x Tipping Trailer - Parke	R 80 000.00	R 80 000.00	0
Chipper Tomcat - Parke	R 250 000.00	R 250 000.00	0
Total	R880 000.00	R2 728 971.00	R526 875.54

Table 162: Capital Expenditure 2015/16: Environmental Protection

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COMPONENT F: SECURITY AND SAFETY

This component includes: Traffic; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

The aim of council is to ensure the safety of all residents and visitors in this municipal area through law enforcement. Currently municipal law enforcement officers work closely with SAPS to combat crime while the traffic law enforcement officers are assisting those agencies. Integrated operations are held to prevent crime increase in this municipal area through proper planning. The willingness of the community to report crime assists the different law enforcement agencies tremendously in the fight against crime.

3.17 Traffic and Licensing

3.17.1 Introduction to Traffic and Licensing

Traffic law enforcement is to reduce the number of road accidents annually by 5% and furthermore to ensure a safe traffic flow. The aim is to bring all offenders of traffic violations to book to ensure safe roads. Speed measurements are important due to the fact that 90% of all accidents are caused by speeding. Second serious offence is driving under the influence of liquor due to the fact that the dragger breath alcoholiser is not accepted evidence in South African courts. Scholar patrols are established to assist learners to cross roads to schools safely, while regular traffic patrols in residential areas reduce traffic accidents and traffic violations.

3.17.2 Highlights – Traffic and Licensing

Highlight	Description
Driver of the Month – October 2015	Drivers were invited to participate in a Driver of the Month competition
Scholar Patrol Competition – October 2015	Schools were invited to participate in a scholar patrol competition
Upgrading of the Junior Traffic Training Centre	Resealing and marking of the Junior Traffic Training Centre
Education of pedestrians	To be addressed in Road Safety awareness campaign

Table 163: Highlights: Traffic and Licensing

3.17.3 Challenges – Traffic and Licensing

Challenge	Action to address
Uniondale Driver's License Testing Station	Addressed in the new financial year – depending on the availability of funds
Filing – not enough storage space	To be addressed in the new financial year
Personnel Shortage	Vacant positions to be filled as per organogram

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Table 164: Challenges: Traffic and Licensing

3.17.4 Service Statistics – Traffic and Licensing Services

Details	2014/15	2015/16
Number of road traffic accidents during the year	579*	572*
Number of Traffic officers in the field on an average day	12	10
Number of Traffic officers on duty on an average day	12	10
Motor vehicle licenses processed	70721	74492
Learner driver licenses processed	5 443	4348
R-value of fines collected	13 186 091	11 633 893
Roadblocks held	16	142
Complaints attended to by Traffic Officers	1049	1229
Special Functions – Escorts	367	449
Awareness initiatives on public safety	38	46
*Only standby done at accidents by traffic officers		

Table 165: Service Statistics: Traffic and Licensing Services

3.17.5 Total employees – Traffic and Licensing Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	1	1	1	0	100
9 – 13	43	76	46	30	39
4 – 8	22	41	37	4	9.8
1 – 3	2	4	1	3	75
Total	68	122	85	37	30

Table 166: Employees – Traffic and Licensing Services

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3.17.6 Capital Expenditure – Traffic and Licencing Services

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R'000			
Vehicle Registration			
Tata Indica - Caw72415 (Gm2271	0	R 120 000.00	R 132 696.00
Installation of Camera System	R 70 000.00	R 70 000.00	R 54 658.98
Airconditioners at Vehicle Registration Building	R 100 000.00	R 100 000.00	R 83 506.99
Drivers Licence			
Fencing: Drivers Licences Building	R 200 000.00	R 200 000.00	R 144 274.86
Re-Surface Driving Testing Centre	R 350 000.00	R 424 700.00	R 390 784.99
Traffic Services			
Vehicles - Traffic	R 2 500 000.00	R 1 960 000.00	0
Safety Equipment	R 50 000.00	0	0
CCTV camera system at Traffic Offices	R 200 000.00	R 175 400.00	R 175 399.50
Mobile Radios	R150 000.00	0	0
CCTV Cameras	R124 189.00	0	R115 522.77
Computer Equipment (Cashiers)	R100 000.00	0	0
Traffic Offices - Paving Of Parking Area At The Back	R100 000.00	0	R95 283.59
Re-Surface Junior Traffic Training Centre	R 150 000.00	R 138 300.00	R 135 952.70
Learner & Driver Testing Station	R 300 000.00	0	0
Electrical Fence - Traffic Services	R 213 000.00	0	0
Computer Equipment (Cashiers)	R 100 000.00	R 100 000.00	R 99 611.66
Mobile Radios	R 100 000.00	R 150 000.00	R 142 973.50
Law Enforcement			
Vehicles: D/Cub Bakkie 4x4	R350 000.00	0	0
Air-conditioning	R5,000.00	0	0
Radios	R 100 000.00	R 121 000.00	R 108 836.00
Safety Equipment	R 50 000.00	R 29 000.00	R 25 201.49
Nissan Np300-Caw16412(Gm2254)	0	R 350 000.00	R 254 269.71
Chairs & Furniture	R 30 000.00	R 24 600.00	R 20 864.86
Pc Monitors - CCTV Offices	R 50 000.00	R 50 000.00	R 47 360.50

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Vacuum - CCTV Offices	R 1 000.00	R 1 000.00	R 605.26
CCTV: Access Control Upgrade	0	R 5 000.00	0
CCTV Office/Switches & Telemetry	0	R 120 000.00	R 105 263.16
Total	R 4 564 000.00	R 4 139 000.00	R 2 037 782.93

Table 167: Capital Expenditure 2015/16: Traffic and Licencing Services

3.18 Fire and Disaster Management

3.18.1 Introduction to Fire and Disaster Management

The function of this section is to save lives and to protect property. Awareness campaigns in informal areas did reduce the number of fires in those areas as well as the restructuring of shacks to ensure that fire fighting vehicles and fire fighter can reach those in need. Immediate relief is provided to victims of fires and flooding in the form of food parcels, blankets and emergency housing kits.

The Fire Services has identified the need to conduct more fire prevention inspections to make George a safer city and to effectively train all fire personnel to a minimum qualification of Fire Fighter 2.

3.18.2 Highlights – Fire and Disaster Management

Highlights	Description
Simulated training	Together with ACSA a simulated airport training was carried out

Table 168: Highlights: Fire and Disaster management

3.18.3 Challenges – Fire and Disaster Management

Challenges	Actions to address
Fire Prevention/Training	Get more people trained in fire Prevention and more in-house training

Table 169: Challenges: Fire and Disaster management

3.18.4 Service Statistics – Fire and Disaster Management

Details	2014/15	2015/16
Total fires attended in the year	770	919
Total of other incidents attended in the year	746	861
Average turnout time - urban areas	5 minutes	5 minutes
Average turnout time - rural areas	18 minutes	18 minutes

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Details	2014/15	2015/16
Fire fighters in post at year end	18	21
Total fire appliances at year end	12	12
Average number of appliance of the road during the year	0	0
Total Operational call-outs	1516	1780
Reservists and volunteers trained	0	0
Awareness Initiatives on Fire Safety (people attended)	2418	

Table 170: Service Data for Fire and Disaster Management

3.18.5 Total employees – Fire and Disaster Management

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	1	1	0	1	100
9 – 13	14	24	11	13	54
4 – 8	11	26	4	22	85
1 – 3	0	0	0	0	0
Total	26	51	15	36	71

Table 1: Total Employees: Fire services

3.18.6 Capital Expenditure – Fire and Disaster Management

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Quad Bike	R 120 000.00	R 120 000.00	
BA Cylinders Backpacks	R 150 000.00	R 150 000.00	R 143 456.14
Fire Fighting Equipment	R 450 000.00	R 450 000.00	R 418 964.19
Upgrade Radio Communication	R 40 000.00	R 80 000.00	R 71 795.00
Fire Truck	R 2 800 000.00	R 2 000 000.00	R 2 000 000.00
Total	R 3 560 000.00	R 2 800 000.00	R 2 634 215.33

Table 171: Capital Expenditure 2015/16: Fire Services

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COMPONENT G: SPORT AND RECREATION

3.19 Holiday Resorts and Campsites

3.19.1 Introduction to Holiday Resorts and Campsites

The George Municipality is responsible for the management and maintenance of one holiday resort in our municipal area, which is Herold's Bay which only makes provision for camping sites.

The main priority of the caravan park is for the guests to experience true hospitality and efficient client service. The resort is next to the beach, where the sheer natural beauty of the sea can be experienced. Braai facilities, water taps and refuse bins are positioned at regular intervals at the campsite.

On arrival at the park, we provide you with the necessary information including the rules and safety evacuation plan.

George manages four beaches namely Herold's Bay, Gwaiing, Victoria Bay, and Leentjiesklip in Wilderness. Beaches east of the Touwriver are managed by Sanparks. At Herold's Bay there is also a caravan park/ camping area with 42 stands. During summer months the beaches and the caravan park are very popular amongst national and international tourists.

George Municipality has a total of 150 parks with a total of area of 200 ha. These parks are maintained on a regular basis (18 cutting cycles per year) by private contractors. Almost 50% of these parks have playing apparatus.

A huge challenge is that playing apparatus in parks are vandalized on a continued basis costing the municipality approximately R150 000 per year to maintain these apparatus.

3.19.2 Service Statistics –Holiday Resorts and Campsites

Description	2014/15	2015/16
% Occupation for the year	100% during December/ January 1 490 overnight stays for the year	100% during December/ January 1655 overnight stays for the year

Table 172: Service Statistics –Holiday Resorts and Campsites

3.20 Sport Grounds and Swimming Pools

3.20.1 Introduction to Sport Grounds and Swimming Pools

The George Municipality is responsible for the management and maintenance of 10 sport grounds in our municipal area.

It is the municipality's goal to create a healthy lifestyle for all of our residents, by offering a wide range of well-maintained and managed sport facilities.

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3.20.2 Highlights – Sport Grounds and Swimming Pools

Highlights	Description
<ul style="list-style-type: none"> Upgrading and rehabilitation of sport fields: National club championships Mobile Gymnasium. International Under 18 Rugby FNB Classic Clash 	<ul style="list-style-type: none"> Upgrading and rehabilitation of sport fields the following sportsfields namely Rosemoor, Pacaltsdorp, Parkdene, Thembaletu and Blanco to address the growing demand for facilities within the different communities. These upgrades include the soccer field and pavilion in Rosemoor, erection of floodlights in Parkdene, rehabilitation of the B Rugbyfield and cricket pitch in Pacaltsdorp, a boundary wall in Blanco to mention but a few. The tennis courts adjacent to Outeniqua Park were also resurface Three matches for the Community Cup Rugby were played at Pacaltsdorp and the first one was televised. An agreement was reached with SARU and the SWD Rugby for the provision of a mobile gymnasium that was placed on the Pacaltsdorp sportsfields. International Under 18 Rugby is being played annually on the Outeniqua Stadium where the national teams from South Africa, Wales, England, France and Italy are competing The annual FNB Classic clash between George High and Pacaltsdorp High schools take place annually

Table 173: Highlights: Sport Grounds and Swimming Pools

3.20.3 Challenges – Sport Grounds and Swimming Pools

Challenge	Actions to address
<ul style="list-style-type: none"> Growing demand for sport facilities Improved use of Conville swimming pool Escalating maintenance costs of sportsfields Establishment of George High as a sport school 	<ul style="list-style-type: none"> There is currently a growing demand for sport facilities within all communities and especially in the rural areas. Currently looking into the establishment of a practise field in Touwsrante to alleviate the pressure on the existing sportsgrounds. Conville swimming pool needs to be upgraded to align itself for competitions. Need to establish swimming clubs at school level. Escalating maintenance costs of sportsfields due to a growing demand places a heavy burden on the budget of the municipality It is important that the sportsfields for the school be established as soon as possible to alleviate the pressure on the Rosemoor stadium

Table 174: Challenges: Sport Grounds and Swimming Pools

3.20.4 Service Statistics – Sport Grounds and Swimming Pools

Service	2014/15	2015/16
Swimming Pools		
Number of visitors per annum	8 265	12980
R-value collected from entrance fees	26 525	R27 528.00

Table 175: Service Statistics: Sport Grounds and Swimming Pools

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3.20.5 Total Employees – Sport Grounds and Swimming Pools

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	0	0	0	0	0
9 – 13	0	1	0	1	100
4 – 8	12	11	1	10	90
1 – 3	0	13	0	13	100
Total	12	25	1	24	96

Table 176: Total Employees: Sport Grounds and Swimming Pools

3.20.6 Capital Expenditure – Sport Grounds and Swimming Pools

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
MIG Sport Projects	R 4 854 000.00	R 644 000.00	R 644 000.00
2x Swimming Pool Pumps	R 60 000.00	0	0
Brush-cutter - 43cc Heavy Duty	R 7 000.00	R 4 000.00	R 2 719.30
Rotary Hammer Drill - Ryobi	R 7 000.00	R 4 000.00	R 3 303.53
Ladders	R 4 000.00	R 4 000.00	R 3 113.99
Grinder - Ryobi	R 5 000.00	R 2 000.00	R 1 052.63
Tools & Equipment - Sport	R 4 000.00	R 13 000.00	R 10 584.52
Blanco Sport Ground	0	R 1 370 000.00	R 1 481 797.30
Pacaltsdorp Sport Ground	0	R 1 771 000.00	R 1 630 186.53
Rosemore Sport Ground	0	R 529 000.00	R 529 000.00
Total	R 4 941 000.00	R 4 341 000.00	R 4 305 757.80

Table 177: Capital Expenditure 2015/16: Sport Grounds and Swimming Pools

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3.21 Community Halls, Facilities and Thusong centres

3.21.1 Employees – Community Halls, Facilities and Thusong Centres

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%	
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	0	0	0	0	0
9 – 13	1	1	1	0	0
4 – 8	3	20	3	17	85
1 – 3	20	31	10	21	68
Total	24	52	14	38	73

Table 178: Total Employees: Community Halls, Facilities and Thusong Centres

3.21.2 Capital Expenditure – Community halls, facilities, Thusong Centres

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Civic Centre			
Electric Oven	R 70 000.00	R 64 400.00	R 62 252.97
Tables & Chairs - Civic	0	R 80 000.00	R 81 685.12
Upgrade Pa System - Council Chambers	R 100 000.00	0	0
Fire Detection System: Old Council Chambers	R 100 000.00	R 180 000.00	R 118 667.00
Podiums & Furniture for Halls	R 20 000.00	R 20 000.00	R 16 663.42
Tables & Chairs – Civic Centre	R 80 000.00	R 80 000.00	R 79 920.00
Upgrade Building: Finance Server Room	R 100 000.00	R 175 000.00	R 177 053.14
Upgrade Main Building CCTV Measures	R 700 000.00	R 558 600.00	R 564 730.02
1Ton Mini Truck	R 300 000.00	R 300 000.00	0
Blanco Hall			
Data Projector & White Screen	R10,000.00	R10,000.00	R7,000.00
Pave Parking	R70,000.00	R70,000.00	R53,023.80

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Thembaletu Hall			
Electric Oven	R 20 000.00	R 30 000.00	R 24 800.00
Fridge KIC 215	R 10 000.00	R 10 000.00	R 8 721.84
Thusong Service Centre			
Tables & Chairs	0	R 46 300.00	R 46 183.50
Upgrade Kitchen	R 30 000.00	R 30 000.00	R 29 500.00
Tables & Chairs	R 50 000.00	R 50 000.00	R 49 300.00
Fridge - Thusong Centre	R 10 000.00	0	0
Stove	R 10 000.00	R 10 000.00	R 4 582.35
Microwave Defy 20lt	R 1 000.00	R 1 000.00	R 639.47
Urn Salton 8 Fittings	R 800.00	R 800.00	R 648.25
Burglar Bars	R 6 000.00	R 6 000.00	R 5 400.00
Building Security Upgrades	R 50 000.00	R 50 000.00	R 49 202.00
Camera (Fuji Film S4600)	0	R 2 000.00	R 1 744.74
Loud hailing System (12v Amp 13)	0	R 1 700.00	R 1 486.84
Total	R 157 800.00	R 197 800.00	R 188 687.15
Haarlem Hall			
Curtains & Blinds	R 150 000.00	R 138 700.00	R 138 625.04
Replace Porch	R20,000.00	R50,000.00	R0
Upgrading of the actual Hall	R75,000.00	0	R75,000.00
Paving	R60,000.00	R60,000.00	R30,048.90
Entrance Gate Haarlem Hall	R40,000.00	0	0
Upgrading Of Change Rooms	R 75 000.00	R 75 000.00	R 75 000.00
Lyonville Hall			
Curtains & Blinds - Lyonville	R 120 000.00	0	0
Change Rooms Lyonville Hall	R 40 000.00	R 51 850.00	R 30 263.16
Upgrade Community Hall	R115,500.00	0	R115,457.65
Replace Tiles	R51,850.00	0	R30,263.16
Uniondale Hall			
Curtains & Blinds	R 150 000.00	R 131 000.00	R 130 877.19
Upgrade Uniondale Community Hall	R 150 000.00	R 161 900.00	R 119 061.75
Upgrade ablution Facilities: Uniondale	R50,000.00	R36 200.00	0
Project Room Staircase – Uniondale Hall	R 15 000.00	R 15 000.00	R 1 496.72

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Upgrade Kitchen: Uniondale Civic	R 50 000.00	R 47 700.00	R 47 700.00
Upgrade Kitchen: Uniondale Community Hall	R 56 170.00	R 40 057.89	R 50 000.00
Upgrade ablution Facilities: Uniondale Hall	R36 200.00	0	0
Refurbishment Foyer: Uniondale Community Hall	R21 400.00	0	R20 828.04
Pave Parking Area	R 50 000.00	R38 150.00	R38 150.00
Curtains & Blinds	R100 000.00	R100 000.00	R62 897.22
Other			
3x Water Pumps- Haarlem Office	R50 000.00	R50 000.00	R21 829.82
Palisade Fence - Uniondale Civic	R 200 000.00	R 200 000.00	R 186 940.00
Refuse Truck - Haarlem	R300 000.00	R300 000.00	0
Tractor - Haarlem	R300 000.00	R300 000.00	0
Bakkie - Haarlem	R270 000.00	R270 000.00	0
2x Toolbox - Haarlem	R2 000.00	0	R1 575.00
Swimmingpool Pump	R60 000.00	R28 000.00	R27 880.38
Upgrade Uniondale Swimming Pool	R 100 000.00	0	0
Pole Pruner (HT 75 Long Reach)	R20 000.00	R16 130.00	R16 672.95
Tools & Equipment	R10 000.00	R10 000.00	R4 578.51
High Pressure Cleaner Stihl	R5 000.00	R5 000.00	R4 286.52
Ladders	R2 000.00	R2 000.00	R1 752.54
Air conditioners - DMA	0	R159 000.00	R131 473.68
Compressor Haarlem	R 1 000.00	0	0
Stove, Fridge & Appliances	R 5 000.00	R 21 400.00	R 20 828.04
Upgrade Ablution Facilities: Uniondale	R 10 000.00	R 53 300.00	R 6 053.00
Security Gate (Double) Haarlem	0	R 40 000.00	R 33 000.00
Upgrade Old Fire Station - Haarlem	R 80 000.00	0	0
Total	R 4 085 570.00	R 4 145 787.89	R 2 683 637.37

Table 179: Capital Expenditure 2015/16: Community halls, facilities, Thusong Centres

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COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.22 Office of the Municipal Manager

The office of the Municipal Manager includes the functions IDP, PMS, Legal Services and Risk and Internal audit.

3.22.1 Highlights – Office of the Municipal Manager

Highlights	Description
Establishment of a Municipal Court for George	Municipal Court for George proclaimed by the Minister of Justice and Correctional Services
Appointment of the PMS Coordinator	In-house coordination and management of duties associated with organisational performance thereby ensuring cost containment with respect to payment of consultants and/or reduction of dependency on consultants.
Extensive or meaningful public participation process with respect to the IDP during a local government election year	An election year is always characterized by electioneering and sometimes public meetings originally intended for Council business becoming a platform to settle political scores. IDP and Budget Road Shows were properly managed to avoid the undesirable situation reflected above.
Annual Provincial IDP assessments of the IDP revealed that the IDP of George Municipality continues to be implementable	The importance of these assessments is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 (MSA), the MSA Regulations and the Local Government Municipal Finance Management Act 56 of 2003 (MFMA). Provincial assessments afford the provincial sphere of government an opportunity to exercise its monitoring and support role to municipalities as stipulated by the Constitution of the Republic of South, 1996. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and Constitutional mandates.

Table 180: Highlights: Office of the Municipal Manager

3.22.2 Challenges – Office of the Municipal Manager

Challenges	Actions to address
Resignation of the Manager: IDP & PMS before the commencement of the annual IDP Review process	An acting Manager: IDP & PMS was appointed to coordinate and manage the process.

Table 181: Challenges: Office of the Municipal Manager

3.22.3 Total employees – Office of the Municipal Manager

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	1	2	1	1	50
19 – 21	1	1	1	0	0

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TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
14 – 18	5	13	5	8	62
9 – 13	14	21	16	5	24
4 – 8	0	0	0	0	0
1 – 3	1	3	1	2	67
Total	22	40	24	16	40

Table 182: Employees – Office of the Municipal Manager

3.22.4 Capital Expenditure – Office of the Municipal Manager

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Municipal Manager			
Computer Equipment	R 35 000.00	R 36 300.00	R 36 411.25
Computer Equipment: Corporate Services	R 35 000.00	0	0
Camera – Communication Unit	R 12 000.00	R 10 700.00	R 10 826.63
Camera Charger – Communication Unit	R 500.00	0	0
Card Reader - Communication Unit	R 500.00	0	0
2x Wall Banner - Communication	R 20 000.00	0	0
Computer Equipment - Internal Audit	R 150 000.00	R 150 000.00	R 149 720.00
Bakkie – Municipal Manager's Office	R 250 000.00	R 250 000.00	
Computer Equipment: Human Settlement	R 35 000.00	0	0
Computer Equipment: Finance Department	R 35 000.00	0	0
Computer Equipment: Electro-technical	R 35 000.00	0	0
Computer Equipment: Community Services	R 40 000.00	R 20 000.00	R 20 131.57
Computer Equipment: Civil Engineering	R 35 000.00	0	0
Furniture & Fittings: MM	R 40 000.00	R 60 000.00	R 53 838.77
Furniture & Fittings: Corporate Services	R 40 000.00	0	0
Furniture & Fittings: Human Settlements	R 40 000.00	0	0
Furniture & Fittings: Finance Department	R 40 000.00	0	0
Furniture & Fittings: Electro-technical Services	R 40 000.00	0	0
Furniture & Fittings: Communication Unit	R 50 000.00	0	0

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Furniture & Fittings: Civil Engineering	R 50 000.00	0	0
1 Bakkie & Motor Car	0	R 500 000.00	0
Legal Services and Compliance			
Municipal Court Renovations	R 700 000.00	R 1 200 000.00	R 657 876.64
Furniture – Municipal Court	R 50 000.00	R 50 000.00	R 44 148.70
Tables & Chairs – Municipal Court & PMS	R 80 000.00	R 60 000.00	R 50 175.00
Computer Equipment	R 45 000.00	R 75 100.00	R 75 908.14
Office Furniture - Legal	R 45 000.00	R 44 900.00	R 39 193.72
Stenograph - Municipal Court	R 130 000.00	R 130 000.00	0
Councillors/ Council General			
Nissan Np200-Caw20070(Gm2255)	0	R 290 000.00	R 139 546.50
Ward Projects	R 1 800 000.00	R 2 385 000.00	R 952 258.89
2x Vehicles	R 500 000.00	0	0
Upgrade Council Chambers	R 250 000.00	R 239 000.00	R 75 988.34
Tools of Trade	R 100 000.00	R 100 000.00	R 55 872.80
Furniture And Fittings: Ward Committees	0	R 11 000.00	0
Tourism			
Marketing Items & Exhibitions	R 50 000.00	R 51 800.00	R19 029.94
Vacuum Cleaner - Tourism Office	R 1 800.00	0	0
Total	R 4 734 800.00	R 5 663 800.00	R 2 380 926.89

Table 183: Capital Expenditure 2015/16: Office of the Municipal Manager

3.23 Administration (Committee Services, Records Management and Telecommunication)

To provide an effective Records Management and Telecommunication's throughout the entire Municipality and to ensure adherence to all relevant legislation coupled to the function.

3.23.1 Highlights – Administration

Highlights	Description
Preparations for inauguration of newly elected councillors	The distribution of the agenda for the inauguration of the newly elected councillors on 18 August 2016
Implemented a Call Attender	To reduce call volume on the switchboard and to improve service delivery.
Procured Filing Units for Building Plans	To Comply with Records management Audit

Table 184: Highlights: Administration

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3.23.2 Challenges – Administration

Challenges	Actions to address
Distribution of future agendas	The implementation of Decision Management for the compilation and distribution of agendas for Council and Committee Meetings.
Relocation of Records Centre from the Fourth floor to the Ground Floor.	All relevant information and process plan was directed to the Planning Department

Table 185: Challenges: Administration

3.23.3 Total employees – Administration

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	7	2	2	0	0
9 – 13	13	7	6	1	14
4 – 8	18	25	12	13	52
1 – 3	0	0	0	0	0
Total	38	34	20	14	41

Table 186: Employees – Committee Services, Records Management and Telecommunication

3.23.4 Capital Expenditure – Administration

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Corporate Administration			
Furniture	R 200 000.00	R 128 790.00	R 130 356.86
Air-conditioners – Area Offices	0	R 71 210.00	R 50 760.16
Printers	0	R 10 000.00	R 8 821.16
Computer Equipment	0	R 341 400.00	R 341 284.36
Furniture & Fittings	0	R 65 600.00	R 55 400.58
It Network			
Server	R 250 000.00	R 1 126 682.00	R 1 129 624.08
Lan Upgrade	R 150 000.00	R 51 000.00	R 51 290.39

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Upgrade Software	R 250 000.00	R 250 000.00	R 252 713.07
Upgrade of Servers	R 700 000.00	R 573 318.00	R 580 292.62
Enterprise Agreements	R 500 000.00	R 500 000.00	R 504 458.42
WAN Upgrade	R 100 000.00	R 60 000.00	R 59 761.36
Finger Print Authorisation - I	R 60 000.00	0	0
Servers & Licenses	R 200 000.00	R 200 000.00	R 201 455.66
Single Cab Bakkie - It Network	R 250 000.00	R 250 000.00	0
Clocking System	R 200 000.00	0	0
Mobile Access To Public	R 200 000.00	0	0
Additional Computer Hardware	R 200 000.00	R 200 000.00	R 200 601.04
Total	R 3 260 000.00	R 3 828 000.00	R 3 566 819.76

Table 187: Capital Expenditure 2015/16: Administration

3.24 Financial Services

3.24.1 Introduction: Financial Services

During this financial year Council accepted a new Long Term Financial Plan, the further roll-out of the PPPFA policy was undertaken, and the full review of all budget related policies was done. Additional capacity for the establishment of fully functional Supply Change Management unit was obtained, for the procurement of all goods and services for the municipality. A SCOA project process plan was compiled and preparatory configuration work has begun.

The Long Term Financial plan of this municipality not only highlights some of the material financial and other issues identified but makes very specific proposals and recommendations regarding the future financial management of this Municipality.

3.24.2 Highlights – Financial Services

Highlight	Description
Financial Statements submit on 31 Aug 2015	MFMA compliance to submit financial statements on 31 Aug
Clean Audit status 2014/2015	Unqualified audit report with clean audit status

Table 188: Highlights: Financial Services

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3.24.3 Challenges – Financial Services

Challenge	Action to address
Increasing Outstanding debt The Municipality's outstanding debt for the period 1 July 2015 to 30 June 2016 increase from R163,9m to R184,4m, thus an amount of R20,5m. The biggest increase is in the debt of the Indigent households and it is in respect of excess water usage above 6kl water. The excess is mainly due to water leakages at the Indigent households.	Council has appointed teams of plumbers and support staff to fix the water leakages and to minimize water losses.

Table 189: Challenges: Financial Services

3.24.4 Total employees – Financial Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%	
Senior Management	1	1	1	0	0
19 – 21	2	3	3	0	0
14 – 18	6	6	5	1	17
9 – 13	66	66	63	3	5
4 – 8	33	39	35	4	10
1 – 3	0	0	0	0	0
Total	108	115	107	8	7

Table 190: Employees – Financial Services

3.24.5 Capital Expenditure – Financial Services

Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
R			
Telly Printer	R 120 000.00	0	0
Money Counter - DMA	R 5 000.00	0	0
Shelves for Files - Stores	R 20 000.00	R 19 440.00	R 19 433.95
Double Cab Bakkie - Asset Mana	R 350 000.00	R 356 000.00	0

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Capital Projects	2015/16		
	Budget	Adjustment Budget	Actual Expenditure
Cabinets – Supply Chain	R 6 000.00	R 4 985.00	R 5 045.65
Chairs - SCM	R 10 000.00	R 14 282.00	R 14 235.76
2 x Laptops SCM	R 22 000.00	R 22 190.00	R 22 456.63
4 x Desktops SCM	R 30 000.00	R 22 200.00	R 22 432.18
Toilets at Stores	R 5 000.00	R 4 860.00	R 4 860.00
Electric Gate: Stores Entrance	R 25 000.00	R 23 850.00	R 24 061.33
Computer Equipment	0	R 35 000.00	R 25 607.44
Furniture & Fittings	0	R 44 070.00	R 39 430.91
Security System: Haarlem Office	0	R 4 320.00	R 4 368.28
Scanner Credit Control	0	R 35 000.00	R 24 924.90
Computer Equipment Hardware Upgrade	0	R 1 103 800.00	R 1 103 675.00
Telly Printer	0	R 113 000.00	R 114 357.00
Total	R 593 000.00	R 1 802 997.00	R 1 424 889.03

Table 191: Capital Expenditure 2015/16: Financial Services

3.25 Human Resource Services

3.25.1 Introduction: Human Resource Services

The Human Resources Section is responsible for ensuring that the organisation's most valuable asset, its employees, is taken care of.

Enhanced staff performance is fundamentally part of the achievement of the municipality's primary service delivery objectives. The municipality continually strives to promote a culture of good governance and an environment where the needs of employees can be addressed in a manner that is conducive for the persistent advancement of the interests of our local communities.

The Human Resources functions include, but are not limited to, administration of employee benefits, recruitment and selection of competent staff, Organisational Efficiency Improvement, employment equity, training and development of staff, sound labour relations, occupational health and safety and general support services to enhance staff capacity in the process of realising organisational strategic objectives of service delivery to the community.

3.25.2 Highlights – Human Resource Services

Highlight	Description
Organisational Efficiency Improvement	The Macro and Micro Structures was approved by Council after the Organisational Review and Re-Design Project
Training and Development	Training was given to employees in line with the WSP

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Table 192: Highlights: HR

3.25.3 Challenges – Human Resource Services

Challenge	Actions to address
Organisational Efficiency Improvement	The procurement of an Electronic Integrated Organisational Management System to Manage the Organisational Structures of Council
Time and Attendance	The implementation of a Biometric System to Manage Time and Attendance and Overtime for the entire Organisation

Table 193: Challenges: HR

3.25.4 Total employees – Human Resource Services

TASK Job Level	2014/15	2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
Senior Management	0	0	0	0	0
19 – 21	0	0	0	0	0
14 – 18	5	6	6	0	0
9 – 13	10	18	11	7	39
4 – 8	2	7	2	5	71
1 – 3	0	0	0	0	0
Total	17	31	19	12	39

Table 194: Employees – Human Resource Services

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COMPONENT I: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes the Annual Performance Scorecard Report for the current year.

3.26 Development and Service Delivery Priorities for 2016/17

The main development and service delivery priorities for 2016/17 is the Municipality's top layer SDBIP for 2016/17 and are indicated in the table below:

3.26.1 Affordable quality services

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL1	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2017	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2017	All	38,000
TL2	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2017	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2017	All	38,000
TL3	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2017	Number of residential properties which are billed for sewerage as at 30 June 2017	All	35,000
TL4	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2017	Number of residential properties which are billed for refuse removal as at 30 June 2017	All	35,000
TL5	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2017	All	13,000
TL6	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2017	All	13,000
TL7	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2017	All	13,000

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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL8	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2017	All	13,000
TL15	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as at 30 June 2016	% of capital budget spent by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as at 30 June 2017	All	85%
TL24	Implement GO George Public Transport Service with the kilometres implemented as planned in terms of the project plan for 2016/17 by 30 June 2017 {(Actual kilometres implemented divided by planned kilometres) x 100}	% of network coverage {(Actual kilometres implemented divided by planned kilometres) x 100}	All	100
TL25	Limit electricity losses to less than 10% by 30 June 2017 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100	% Electricity losses by 30 June 2017 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100	All	10%
TL26	90% of the electricity capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget)x100}	% of the capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget)x100}	All	85%
TL27	Limit water network losses to less than 25% by 30 June 2017 {(Difference between water supplied and water billed) {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	% Water network losses by 30 June 2017 (Difference between water supplied and water billed) {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	All	25%
TL28	Rehabilitate and upgrade Streets And Stormwater in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL29	Rehabilitate and upgrade the proclaimed roads in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL30	Rehabilitate and upgrade Water - Networks in terms of the approved capital budget by 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	All	85%

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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL31	Rehabilitate and upgrade Water-Purification in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL32	Rehabilitate and upgrade the Sewerage Networks in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL33	Rehabilitate and upgrade the Sewerage Treatment Works in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL34	90% compliance to general standards with regard to waste water outflow by 30 June 2017	% compliance to general standards by 30 June 2017	All	90%
TL35	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2017	% water quality level by 30 June 2017	All	95%
TL37	Purchase land for the extension of the Uniondale cemetery by 30 June 2017	Land purchased by 30 June 2017	25	1
TL38	Complete the Environmental Impact Assessment (EIA) for the extension of the George cemetery by 30 June 2017	EIA obtained by 30 June 2017	4	1
TL39	Purchase land for the construction of a refuse transfer station in Uniondale by 30 June 2017	Land purchased by 30 June 2017	25	1
TL40	Purchase 2 refuse compactor trucks by 30 June 2017	Number of refuse compactor trucks purchased by 30 June 2017	25	2
TL43	90% of the MIG funding for sport projects spent by 30 June 2017 {(actual expenditure/total allocation received)x100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	90%
TL44	Construct 50 top structures in Protea Park by 30 June 2017	50 Top structures constructed by 30 June 2017	5	50
TL45	Construct 30 top structures in Extension 42 & 58 (Thembaletu) by 30 June 2017	30 Top structures constructed by 30 June 2017	9	30
TL46	Construct 7 replacement top structures in Maraiskamp by 30 June 2017	7 Replacement top structures constructed by 30 June 2017	8	7

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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL47	Construct 50 top structures within the Thembaletu UISP project by 30 June 2017	50 Top structures constructed by 30 June 2017	11; 12; 13	50
TL48	Obtain funding approval from the Provincial Department of Human Settlements by 30 June 2016 for the construction of 165 top structures for the Golden Valley Housing Project	Funding approval obtained by 30 June 2017	1	1

Table 195: Service Delivery Priorities for 2015/16 – Affordable quality services

3.26.2 Develop and Grow George

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL9	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2017	Number of FTE's created by 30 June 2017 consisting of all communities	All	294

Table 196: Services Delivery Priorities for 2015/16 –Develop and Grow George

3.26.3 Good Governance and Human Capital

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL10	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2017	Number of people employed (newly appointed)	All	1
TL11	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	{{(Actual total training expenditure divided by total personnel budget) x 100} by 30 June 2017	All	0.20%
TL12	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2017	All	45%
TL13	Financial viability measured in terms of the outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	% Service debtors to revenue as at 30 June 2017	All	15.60%

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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL14	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2017	All	2
TL16	Review the 3 year Internal Audit Plan based on Risk Assessment and submit to audit committee by 30 September 2016	RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2016 and approved by 31 October 2016	All	1
TL17	Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by 30 June 2017 ((Actual hours completed/ Planned hours to be completed)x100)	% of target hours completed by 30 June 2017 {(Actual hours completed/ Planned hours to be completed)x100}	All	100%
TL18	Facilitate the review of the Risk Management Policy and implementation plan and submit to Council by 30 June 2017	Risk Management Policy and implementation plan submitted to Council by 30 June 2017	All	1
TL23	Review the Performance Management Framework and submit to Council by 30 June 2017	Performance Management Framework submitted to Council by 30 June 2017	All	1
TL49	Achieve a payment percentage of 96% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2017 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	96%
TL50	Review the Long Term Financial Plan and submit to Council for approval by 31 March 2017	Reviewed Long Term Financial Plan submitted to Council by 31 March 2017	All	1
TL51	Maintain an unqualified audit opinion for the 2015/16 financial year	Unqualified audit opinion achieved for the 2015/16 financial year	All	1

Table 197: Services Delivery Priorities for 2015/16 – Good Governance and Human Capital

3.26.4 Participative Partnerships

Ref	KPI	Unit of Measurement	Wards	Annual Target
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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL19	Complete the planning for the IDP/Budget process with the development and approval of the IDP/Budget process plan by 31 August 2016	Process plan submitted to Council by 31 August 2016	All	1
TL20	Prepare the draft 4th generation IDP for submission to council by 31 March 2017 to ensure compliance with legislation	Draft 4th generation IDP completed to submit to council by 31 March 2017	All	1
TL21	Prepare the final 4th generation IDP for submission to council by 31 May 2017 to ensure compliance with legislation	Final 4th generation IDP completed to submit to council by 31 May 2017	All	1
TL22	Review the Communication Policy and submit to Council by 30 June 2017	Communication policy submitted to Council by 30 June 2017	All	1

Table 198: Services Delivery Priorities for 2015/16 - Participative Partnerships

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3.26.5 Safe, Clean and Green

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL36	Review the Disaster Management Plan and submit to Council by 31 March 2017	Disaster Management Plan reviewed and submitted to Council by 31 March 2017	All	1
TL41	Purchase a fire truck by 31 December 2016	Fire truck purchased by 31 December 2016	All	1
TL42	Extend the East Wing of the Vehicle Registration Building by 30 June 2017	Extension completed by 30 June 2017	All	1

Table 199: Services Delivery Priorities for 2015/16 - Safe, Clean and Green

Chapter 4



Chapter 4: Organisational Development

4.1 National Key Performance Indicators – Municipal Transformation and Organisational Development

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

Indicators	2014/15	2015/16
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	1	1
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.57%	70.80%

Table 200: National KPIs– Municipal Transformation and Organisational Development

4.2 Introduction to the Municipal Workforce

The George Municipality currently employs 961 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resource service that addresses both skills development and an administrative function.

4.2.1 Employment Equity Targets and Actuals

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer.

Black			Coloured			Indian			White		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
374	281	75	380	546	144	35	2	6	179	132	74

Table 201: 2015/16 EE targets/Actual by racial classification

Male			Female		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach

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Male			Female		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
333	614	184	635	347	55

Table 202: 2015/16 EE targets/actual by gender classification

4.2.2 Occupational Categories – Race

Below is a table that indicate the number of employees by race within the specific occupational categories:

Posts filled									
Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	13	30	0	24	9	8	1	6	91
Professionals	2	11	1	11	5	10	0	9	49
Technicians and associate professionals	5	24	0	14	0	1	0	4	48
Clerks	15	57	0	16	34	67	1	29	219
Service and sales workers	14	35	0	7	8	19	0	7	90
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	53	64	0	8	4	10	0	0	139
Elementary occupations	117	134	0	13	36	72	1	1	374
Total	219	355	1	93	96	187	3	56	1 010*

*Councillors included

Table 203: Occupational Categories

4.2.3 Occupational Levels – Race

The table below categories the number of employees by race within the occupational levels:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	3	0	3	0	0	0	0	6
Senior management	0	1	0	2	0	0	0	1	4
Professionally qualified and experienced specialists and mid- management	3	22	0	19	1	4	0	9	58
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	38	91	1	36	20	60	1	24	271
Semi-skilled and discretionary decision making	91	126	0	18	38	99	0	18	390

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Occupational	Male				Female				Total
Levels	A	C	I	W	A	C	I	W	
Unskilled and defined decision making	67	92	0	1	23	48	0	1	232
Total permanent	199	335	1	79	82	211	1	53	961
Non- permanent employees	76	97	0	2	42	97	0	2	316
Grand total	275	432	1	81	124	308	1	55	1277

Table 204: Occupational Levels

4.2.4 Departments – Race

The following table categories the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	2	4	0	2	0	11	0	5	24
Financial Services	6	28	0	8	11	33	0	22	108
Planning and Housing	3	20	0	8	3	16	0	6	56
Corporate Services	8	21	0	4	12	28	0	3	76
Community Services	74	96	0	19	29	67	0	9	294
Electro Technical Services	28	31	1	22	11	19	1	5	118
Civil Engineering Services	78	135	0	16	16	37	0	3	285
Total permanent	199	335	1	79	82	211	1	53	961
Non- permanent	76	97	0	2	42	97	0	2	316
Grand total	275	432	1	81	124	308	1	55	1277

Table 205: Department - Race

4.3 Vacancy Rate

The approved organogram for the municipality had 1 932 posts for the 2015/16 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. 953 Posts were vacant at the end of 2015/16, resulting in a vacancy rate of 49%.

Below is a table that indicates the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
Top Management	6	3
Senior Management	4	1

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PER POST LEVEL		
Post level	Filled	Vacant
Middle management	58	22
Skilled	271	225
Semi-Skilled	390	473
Unskilled	232	240
Total	961	968
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Office of the Municipal Manager	24	28
Financial Services	108	52
Corporate Services	76	109
Human Settlements, Land Affairs & Planning	56	63
Community Services	294	299
Electro Technical Services	118	145
Civil Engineering Services	285	272
Total	961	968

Table 206: Vacancy rate per post and functional level

4.4 Turnover rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality.

The table below indicates the turn-over rate over the last two years:

Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
2014/15	961	24	50	5.20%
2015/16	979	74	54	5.51%

Table 207: Turnover Rate

4.5 Managing the Municipal Workforce

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

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4.5.1 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The table below indicates the total number of injuries within the different directorates:

Directorates	2014/15	2015/16
Office of the Municipal Manager	4	3
Financial Services	1	4
Corporate Services	12	19
Human Settlements, Land Affairs & Planning	3	12
Community Services	47	71
Electro Technical Services	16	18
Civil Engineering Services	59	61
Total	142	188

Table 208: Injuries

4.5.2 Sick Leave

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2014/15	2015/16
Office of the Municipal Manager	207	133
Financial Services	1 183	1139
Corporate Services	743	598
Human Settlements, Land Affairs & Planning	565	875
Community Services	2 589	2797
Electro Technical Services	1 243	1232
Civil Engineering Services	2 646	2471
Total	9 414	9 477

Table 209: Sick Leave

4.5.3 HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

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The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	Date approved/ revised
Appointment Policy	29 August 2012
Acting Policy	29 November 2012
Overtime Policy	29 November 2012
Placement Policy	29 November 2012
Succession and Career Path Policy	29 November 2012
Training and Development Policy	29 November 2012
Scarce Skills and Staff Retention Policy	March 2008
Experiential Policy	29 November 2012
Personal Protective Equipment Policy	29 November 2012
Motor Vehicle Policy	29 August 2012
Recruitment and Selection Policy	26 September 2012
Internal Bursary Policy	14 April 2009
External Bursary Policy	14 April 2009
Private Work Policy	19 June 2013
Smoking Policy	19 September 2007
Disability and Gender Policy	23 September 2008
Fleet Management Policy	2 November 2012
Occupational Health and Safety Policy	5 July 2007
Travel and Subsistence Policy	27 May 2015

Table 210: HR policies and plans

The Human Resources department submits policies to the Local Labour Forum on a regular basis for review purposes.

4.6 Capacitating the Municipal Workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.6.1 Skills Matrix

The table below indicates the number of employees that received training in the year under review:

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Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
Legislators	Female	0	0
	Male	0	0
MM and Directors	Female	0	0
	Male	0	0
Professionals	Female	23	12
	Male	20	9
Technicians	Female	10	5
	Male	64	37
Community and Personal Service workers	Female	27	4
	Male	44	13
Clerical and Administrative Workers	Female	135	43
	Male	50	15
Machine operators and drivers	Female	11	13
	Male	89	9
Labourers	Female	88	6
	Male	134	29
Sub total	Female	294	83
	Male	401	112
Total		695	195

Table 211: Skills Matrix

The reason for the total identified group not being trained is due to budgetary constraints and also dependence on the discretionary grant applications to the LGSETA for learnerships.

The following training was provided for employees trained:

- ❖ Minimum Competency Level Training
- ❖ Artisan (Plumbing, Electrical, Bricklaying)
- ❖ Water Project (RPL)
- ❖ Executive Leadership Development Programme
- ❖ Community Development Training Project
- ❖ Information Communication Technology
- ❖ Law Enforcement training
- ❖ Fire Fighter 2
- ❖ Hasmet Operational

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- ❖ Skills Development Facilitator Unit Standard
- ❖ Amendments to Labour Law
- ❖ Records Management
- ❖ Bank Reconciliation Module on SAMRAS
- ❖ Supervisory
- ❖ Examiner of Drivers Licence
- ❖ Commercial Mediation
- ❖ Artisan Trade Test
- ❖ Pan South African Language Board
- ❖ Workshop on the Deemed to Satisfy Requirements for access and Public Safety in Building
- ❖ Chainsaw Refresher
- ❖ Chlorine Training (Section-Water Purification
- ❖ Dangerous Goods Transport
- ❖ Labour Law Workshop
- ❖ Ten Step Asset Management
- ❖ Councillor Development Programme
- ❖ Crane Truck (T-Lifting Cradle)
- ❖ Municipal Infrastructure Performance Management System (MIPMIS) End Users
- ❖ Basic Chainsaw
- ❖ Report Writing
- ❖ Advance Ms Office
- ❖ GRAP 17
- ❖ Fire Arm
- ❖ Middle Management
- ❖ Traffic Engineering Capacities Short Course
- ❖ Occupational Health & Safety
- ❖ First Aid Training

4.6.2 Skills Development – Training provided

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

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Occupational categories	Gender	Number of employees as at the beginning of the financial year	Training provided within the reporting period						
			Learnerships		Skills programmes & other short courses		Total		
			Actual	Target	Actual	Target	Actual	Target	% achieved
Legislators	Female	16	0	0	0	0	0	0	0%
	Male	33	0	0	0	0	0	0	0%
MM and S57	Female	0	0	0	0	0	0	0	0%
	Male	6	0	0	0	0	0	0	0%
Professionals	Female	25	5	20	12	3	17	23	74
	Male	13	3	12	9	4	12	16	75
Technicians	Female	13	0	4	5	2	5	6	83
	Male	66	1	27	37	0	38	27	140
Community and Service workers	Female	67	0	7	4	20	4	27	15
	Male	168	2	5	13	39	15	44	34
Clerical and Administrative Workers	Female	172	15	60	43	74	58	134	43
	Male	101	4	25	15	25	19	50	38
Machine operators and drivers	Female	12	0	4	13	7	13	11	118
	Male	124	0	16	9	81	9	91	9
Labourers	Female	113	0	6	6	86	6	92	7
	Male	140	0	29	29	125	29	154	18
Sub total	Female	427	20	101	83	192	103	293	35
	Male	696	10	114	112	274	122	388	31
Total		1123	30	215	195	192	225	681	33%

Table 212: Skills Development

4.6.3 Skills Development - Budget allocation

The table below indicates that a total amount of **R1 008 000** were allocated to the workplace skills plan and that 86.21% of the total amount was spent in the 2015/16 financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
	R'ooo			
2014/15	309 830	1 008	869	86.21
2015/16	690000	573000	488553.25	70.80

Table 213: Budget allocated and spent for skills development

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4.6.4 MFMA Competencies

In terms of Section 83 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer, Senior Managers, the Chief Financial Officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, “(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations.”

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting Officer	1	0	1	0
Chief Financial Officer	1	0	1	1
Senior Managers	4	2	4	2
Any other financial officials	30	18	0	18
Supply Chain Management Officials				
Heads of supply chain management units	1	1	0	1
Supply chain management senior managers	1	0	0	1
Sub Total	38	21	6	23
Other officials for the purpose of acting and succession planning				
Other Officials	24	8	0	8
Total	62	29	6	31

Table 214: Financial Competency Development: Progress Report

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4.7 Managing the Municipal Workforce Expenditure

Section 66 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.7.1 Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past three financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	R'ooo		%
2014/15	321 702	1 127 814	28.52
2015/16	409 170	1 272 763	32.12%

Table 215: Personnel Expenditure

Below is a summary of Councillor and staff benefits for the year under review

Financial year	2014/15	2015/16		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'ooo			
<u>Councillors (Political Office Bearers plus Other)</u>				
Executive Mayor	451	616	616	478
Deputy Executive Mayor	367	493	493	384
Speaker	429	493	493	452
Chief Whip	365	493	493	385
Mayoral Committee Members	3 661	4157	4157	3828
Councillors	5 538	6898	6898	5856
Councillors' pension and medical aid contribution	1048	990	990	1109
Travelling expenses	3796	4414	4414	3985
Cell phone expenses	1023	900	900	1017
Sub Total - Councillors	16678	19454	19454	17494
% increase/ (decrease)	-	16.63%	0.00%	-10.01%
<u>Senior Managers of the Municipality</u>				

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Financial year	2014/15	2015/16		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'ooo			
Annual Remuneration	10586	11550	11550	9921
Acting Allowance	0	0	0	0
Car Allowance	0	0	0	0
Settlement Payment	0	0	0	0
Bonus & Long Service Bonus	-	-	-	126
Performance Bonus	0	0	0	0
Contribution to UIF, Medical & Pension	0	0	0	0
Housing Subsidy	0	0	0	0
Telephone Allowance	0	0	0	0
Leave Pay-Out	0	0	0	0
Sub Total - Senior Managers of Municipality	10586	11550	11550	10047
% increase/ (decrease)	-	9.11%	0.00%	-13.01%
Other Municipal Staff				
Basic Salaries and Wages(Excluding Senior Managers)	194 836	220 165	229 025	219 912
Long – service awards	1 487	2 035	2 110	2 143
Pension Contributions	30 578	34 404	34 395	32 695
Medical Aid Contributions	13 950	15 591	15 591	15 081
Motor vehicle allowance	12 472	12 686	14 354	14 440
Cell phone allowance	924	813	841	939
Housing allowance	1 140	1 075	1 075	1 645
Overtime	20 891	15 595	19 770	20 549
Employee benefit obligations	23 957	-	20 463	-
Other benefits or allowances	35 105	32 926	41 727	46 664
Sub Total - Other Municipal Staff	362 605	366 292	410 354	381 619
% increase/ (decrease)	-	1.02%	12.03%	-7.00%
Total Municipality	389 869	397 294	441 356	409 170
% increase/ (decrease)	-	1.90%	11.09%	-7.29%

Table 216: Personnel Expenditure

Chapter 5



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Chapter 5: Financial Performance

Component A: Statement of Financial Performance

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1 Financial Summary

5.1.1 Financial Performance

The table below indicates the summary of the financial performance for the 2015/16 financial year:

Description	2014/15	2015/16			2015/16 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'ooo				%	
Financial Performance						
Property rates	175 933	194 396	195 505	197 663	1.65	1.09
Service charges	677 818	742 280	761 638	776 897	4.46	1.96
Investment revenue	28 408	25 515	28 673	35 414	27.95	19.03
Transfers recognised - operational	251 537	275 184	290 426	297 574	7.52	2.40
Other own revenue	90 376	135 132	133 284	133 375	-1.32	0.07
Total Revenue (excluding capital transfers and contributions)	1 224 071	1 372 507	1 409 526	1 440 923	4.75	2.18
Employee costs	348 452	346 840	391 230	356 552	2.72	-9.73
Remuneration of councillors	16 678	19 452	19 452	17 467	-11.36	-11.36
Depreciation & asset impairment	116 324	136 628	142 390	141 582	3.50	-0.57
Finance charges	51 073	44 104	44 104	48 715	9.46	9.46
Materials and bulk purchases	311 079	363 484	362 745	360 061	-0.95	-0.75
Transfers and grants	2 701	3 145	3 469	2 972	-5.82	-16.71
Other expenditure	433 164	522 828	540 734	551 928	5.27	2.03

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Description	2014/15	2015/16			2015/16 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'ooo				%	
Total Expenditure	1 279 470	1 436 481	1 504 124	1 479 276	2.89	-1.68
Surplus/(Deficit)	(55 399)	(63 974)	(94 598)	(38 353)	-66.80	-146.65
Transfers recognised - capital	149 216	129 882	153 897	129 385	-0.38	-18.95
Contributions recognised - capital & contributed assets	17 591	8 215	10 029	17 518	53.10	42.75
Surplus/(Deficit) after capital transfers & contributions	111 409	74 122	69 328	108 549	31.72	36.13
Capital expenditure & funds sources						
Capital expenditure						
Transfers recognised - capital	149 282	138 837	141 280	129 417	-7.28	-9.17
Public contributions & donations	2 520	-	-	-	-	-
Borrowing	4 237	22 845	24 659	13 821	-65.29	-78.42
Internally generated funds	46 698	77 706	92 296	75 143	-3.41	-22.83
Total sources of capital funds	202 738	239 387	258 236	218 381	-9.62	-18.25
Financial position						
Total current assets	715 243	644 738	721 463	731 154	11.82	1.33
Total non-current assets	2 802	2 760 130	2 768 265	2 867 207	3.73	3.45
Total current liabilities	328 803	232 844	229 782	343 502	32.21	33.11
Total non-current liabilities	583 820	563 587	567 026	541 221	-4.13	-4.77
Community wealth/Equity	2 605 121	2 608 438	2 692 920	2 713 638	3.88	0.76
Cash flows						
Net cash from (used) operating	195 128	226 017	300 060	277 281	18.49	-8.22
Net cash from (used) investing	(199 301)	(213 907)	(248 365)	(210 541)	-1.60	-17.97
Net cash from (used) financing	(37 142)	(16 268)	(6 468)	(47 298)	65.60	86.33
Cash/cash equivalents at the year end	(41 314)	(4 159)	45 227	19 442	121.39	-132.62
Cash backing/surplus reconciliation						
Cash and investments available	345 881	341 722	391 107	365 323	6.46	-7.06
Application of cash and investments	(163 704)	(229 614)	(188 121)	(145 351)	-57.97	-29.43
Balance - surplus (shortfall)	182 177	112 108	202 986	219 971	49.04	7.72
Asset management						

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Description	2014/15	2015/16			2015/16 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'ooo				%	
Asset register summary (WDV)	2 801 755	2 759 543	2 767 678	2 866 360	3.73	3.44
Depreciation & asset impairment	116 324	136 628	142 390	141 582	3.50	-0.57
Renewal of Existing Assets	21 120	39 195	54 519	47 415	17.34	-14.98
Repairs and Maintenance	83 066	88 892	92 780	87 656	-1.41	-5.85

Table 217: Financial Performance 2015/16

The table below indicates a summary of performance against budgets:

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'ooo				R'ooo			
2014/15	1 369 784	1 390 879	21 095	2	1 278 991	1 279 470	(479)	0
2015/16	1 573 452	1 587 825	14 373	1	1 504 124	1 479 276	24 848	2

Table 218: Performance against budgets

5.1.2 Revenue collection by vote

The table below indicates the Revenue collection performance by vote

Vote Description	2014/15	2015/16			2015/16 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'ooo				%	
Vote 1 - Office of the Municipal Manager	1 014	680	675	1 292	47.32	47.74
Vote 2 - Corporate Services	3 367	4 266	5 158	3 629	-17.54	-42.12
Vote 3 - Community Services	152 074	161 660	169 482	169 056	4.37	-0.25
Vote 4 - Human Settlements, Land Affairs & Planning	40 905	55 131	30 174	25 072	-119.89	-20.35
Vote 5 - Civil Engineering Services	477 773	512 334	582 867	587 449	12.79	0.78
Vote 6 - Electro-technical Services	507 304	555 177	558 793	568 004	2.26	1.62
Vote 7 - Financial Services	208 444	221 356	226 303	233 324	5.13	3.01

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Vote Description	2014/15	2015/16			2015/16 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Total Revenue by Vote	1 390 879	1 510 604	1 573 452	1 587 825	4.86	0.91

Table 219: Revenue by Vote

5.1.3 Revenue collection by Source

The table below indicates the Revenue collection performance by source for the 2015/16 financial year:

Description	2014/15		2015/16		2015/16 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Property rates	172 061	189 084	190 193	192 654	1.85	1.28
Property rates - penalties & collection charges	3 872	5 312	5 312	5 009	-6.03	-6.03
Service Charges - electricity revenue	470 434	527 570	531 346	534 778	1.35	0.64
Service Charges - water revenue	97 849	101 813	106 127	110 115	7.54	3.62
Service Charges - sanitation revenue	64 420	65 512	72 084	77 683	15.67	7.21
Service Charges - refuse revenue	44 812	47 058	51 753	54 001	12.86	4.16
Service Charges - other	302	327	327	319	-2.59	-2.59
Rentals of facilities and equipment	2 563	2 497	2 497	2 423	-3.07	-3.07
Interest earned - external investments	24 773	20 956	24 114	30 704	31.75	21.46
Interest earned - outstanding debtors	3 635	4 560	4 560	4 710	3.19	3.19
Dividends received	–	–	–	–	0.00	0.00
Fines	50 350	58 139	57 909	56 053	-3.72	-3.31
Licenses and permits	2 317	2 758	2 758	2 262	-21.91	-21.91
Agency services	7 749	6 982	6 982	8 539	18.24	18.24
Transfers recognised - operational	251 537	275 184	290 426	297 574	7.52	2.40
Other revenue	26 940	64 756	63 139	64 099	-1.03	1.50
Gains on disposal of PPE	457	–	–	–	0.00	0.00
Total Revenue (excluding capital transfers and contributions)	172 061	189 084	190 193	192 654	1.85	1.28

Table 220: Revenue by Source

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5.1.4 Operational Services Performance

The table below indicates the Operational services performance for the 2015/16 financial year:

Description	2014/15	2015/16			2015/16 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust-ments Budget
	R'000				%	
Operating Cost						
Water	14 724	35 997	27 782	22 202	-62.14	-25.14
Waste Water (Sanitation)	75 317	41 894	47 438	48 582	13.77	2.35
Electricity	103 326	80 238	79 129	101 144	20.67	21.77
Waste Management	16 856	18 383	16 095	16 704	-10.05	3.64
Housing	(19 836)	(29 559)	(31 962)	(23 698)	-24.73	-34.87
Component A: sub-total	190 387	146 952	138 483	164 934	10.90	16.04
Roads &Stormwater	(86 666)	(81 197)	(92 779)	(92 114)	11.85	-0.72
Transport	51 957	45 136	78 229	66 811	32.44	-17.09
Component B: sub-total	(34 709)	(36 061)	(14 550)	(25 303)	-42.51	42.50
Planning	(6 990)	(9 614)	(9 739)	(7 815)	-23.01	-24.61
Local Economic Development	(6 722)	(7 305)	(7 658)	(6 927)	-5.45	-10.54
Component C: sub-total	(13 711)	(16 919)	(17 397)	(14 743)	-14.76	-18.00
Libraries	(315)	555	3 484	(770)	172.06	552.30
Social services & community development	(6 698)	(9 354)	(9 212)	(7 494)	-24.81	-22.92
Component D: sub-total	(7 012)	(8 799)	(5 729)	(8 265)	-6.47	30.69
Environmental Protection (pollution control, bio-diversity, landscape, open spaces, parks and coastal protection)	(4 882)	(5 866)	(5 566)	(5 112)	-14.74	-8.88
Component E: sub-total	(4 882)	(5 866)	(5 566)	(5 112)	-14.74	-8.88
Traffic & licensing	(11 047)	(12 426)	(13 461)	(28 162)	55.88	52.20
Fire Services	(16 118)	(12 591)	(12 630)	(15 683)	19.72	19.47
Component F: sub-total	(27 165)	(25 017)	(26 090)	(43 845)	42.94	40.49
Holiday Resorts and Campsites	(204)	(190)	(190)	(140)	-35.91	-35.91
Swimming Pools, Stadiums and Sport Ground	(14 048)	(15 610)	(16 606)	(14 757)	-5.78	-12.53
Community halls, facilities, Thusong Centre's	(10 123)	(10 710)	(10 725)	(11 021)	2.82	2.69

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Description	2014/15	2015/16			2015/16 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Component G: sub-total	(24 375)	(26 510)	(27 521)	(25 918)	-2.28	-6.19
Financial Services	141 063	147 798	151 725	163 292	9.49	7.08
Office of the MM	(57 882)	(45 127)	(65 932)	(36 439)	-23.84	-80.94
Administration	(36 691)	(42 812)	(43 248)	(46 195)	7.32	6.38
HR	(13 613)	(13 518)	(14 847)	(13 857)	2.45	-7.14
Component H: sub-total	32 877	46 341	27 697	66 801	30.63	58.54
Total Expenditure	111 409	74 122	69 328	108 549	31.72	36.13

In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service

Table 221: Operational Services Performance

5.2 Financial Performance per Municipal Function

5.2.1 Water Services

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	125 895	146 803	140 034	144 582	-1.54
Expenditure:					
Employees	32 842	35 073	36 284	36 338	3.48
Repairs and Maintenance	8 247	9 361	8 650	7 445	-25.73
Other	70 082	66 372	67 318	78 598	15.56
Total Operational Expenditure	111 171	110 806	112 252	122 381	9.46
Net Operational (Service)	14 724	35 997	27 782	22 202	-62.14

Table 222: Financial Performance: Water services

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5.2.2 Sanitation Services

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	155 552	129 993	134 815	137 205	5.26
Expenditure:					
Employees	23 182	23 947	25 740	25 132	4.71
Repairs and Maintenance	24 862	28 231	25 825	24 558	-14.96
Other	32 191	35 921	35 811	38 934	7.74
Total Operational Expenditure	80 235	88 099	87 376	88 623	0.59
Net Operational (Service)	75 317	41 894	47 438	48 582	13.77

Table 223: Financial Performance: Sanitation services

5.2.3 Electricity Services

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	507 302	555 177	558 793	567 991	507 302
Expenditure:					
Employees	41 758	46 045	51 613	46 042	-0.01
Repairs and Maintenance	6 107	8 875	7 352	7 141	-24.27
Other	356 111	420 020	420 700	413 663	-1.54
Total Operational Expenditure	403 976	474 940	479 665	466 847	-1.73
Net Operational (Service)	103 326	80 238	79 129	101 144	20.67

Table 224: Financial Performance: Electricity services

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5.2.4 Waste Management Services (Refuse collections, Waste disposal, Street cleaning and Recycling)

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	67 676	72 933	77 925	80 264	9.13
Expenditure:					
Employees	18 746	18 377	20 555	21 206	13.34
Repairs and Maintenance	2 849	2 236	2 988	2 928	23.63
Other	29 225	33 938	38 287	39 426	13.92
Total Operational Expenditure	50 820	54 551	61 830	63 560	14.17
Net Operational (Service)	16 856	18 383	16 095	16 704	-10.05

Table 225: Financial Performance: Waste Management Services (Refuse collections, Waste disposal, Street cleaning and Recycling)

5.2.5 Housing

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	32 654	47 829	19 888	15 041	-218.00
Expenditure:					
Employees	12 600	14 423	15 172	14 484	0.42
Repairs and Maintenance	3 502	5 939	6 337	4 951	-19.96
Other	36 388	57 026	30 340	19 304	-195.41
Total Operational Expenditure	52 490	77 388	51 849	38 739	-99.77
Net Operational (Service)	(19 836)	(29 559)	(31 962)	(23 698)	-24.73

Table 226: Financial Performance: Housing

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5.2.6 Roads and Stormwater

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	49 359	15 963	11 820	8 897	-79.42
Expenditure:					
Employees	19 692	20 060	22 539	21 640	7.31
Repairs and Maintenance	25 259	22 905	17 291	17 260	-32.71
Other	91 074	54 195	64 769	62 111	12.74
Total Operational Expenditure	136 025	97 160	104 599	101 011	3.81
Net Operational (Service)	(86 666)	(81 197)	(92 779)	(92 114)	11.85

Table 227: Financial Performance: Roads Services

5.2.7 LED

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	211	127	-	33	-284.26
Expenditure:					
Employees	1 283	1 370	1 395	1 398	2.01
Repairs and Maintenance	5	9	9	-	#DIV/o!
Other	5 644	6 053	6 254	5 562	-8.83
Total Operational Expenditure	6 932	7 432	7 658	6 960	-6.78
Net Operational (Service)	(6 722)	(7 305)	(7 658)	(6 927)	-5.45

Table 228: Financial Performance: LED

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5.2.8 Planning

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	5 043	4 477	5 647	6 503	31.15
Expenditure:					
Employees	5 560	5 720	5 981	5 449	-4.98
Repairs and Maintenance	6	10	10	0	-3635.68
Other	6 467	8 361	9 396	8 869	5.73
Total Operational Expenditure	12 032	14 091	15 386	14 318	1.59
Net Operational (Service)	(6 990)	(9 614)	(9 739)	(7 815)	-23.01

Table 229: Financial Performance: Planning

5.2.9 Libraries

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	7 920	10 139	13 185	8 081	-25.46
Expenditure:					
Employees	7 622	8 558	8 679	8 036	-6.50
Repairs and Maintenance	155	170	164	151	-13.11
Other	457	856	858	666	-28.64
Total Operational Expenditure	8 234	9 584	9 701	8 852	-8.27
Net Operational (Service)	(315)	555	3 484	(770)	172.06

Table 230: Financial Performance: Libraries

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5.2.10 Environmental Protection

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	18	1	1	32	96.00
Expenditure:					
Employees	3 643	4 021	4 048	3 805	-5.69
Repairs and Maintenance	16	28	28	9	-210.29
Other	1 241	1 817	1 491	1 330	-36.63
Total Operational Expenditure	4 899	5 867	5 567	5 144	-14.05
Net Operational (Service)	(4 882)	(5 866)	(5 566)	(5 112)	-14.74

Table 231: Financial Performance: Environmental Protection

5.2.11 Social Services and Community Development

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	2 832	2 056	2 095	3 947	47.90
Expenditure:					
Employees	6 206	6 229	6 310	7 129	12.62
Repairs and Maintenance	78	206	195	156	-32.21
Other	3 246	4 975	4 802	4 156	-19.68
Total Operational Expenditure	9 530	11 410	11 308	11 441	0.27
Net Operational (Service)	(6 698)	(9 354)	(9 212)	(7 494)	-24.81

Table 232: Financial Performance: Social Services and Community Development

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5.2.12 Traffic Services and Law Enforcement

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	63 643	68 058	67 683	66 613	-2.17
Expenditure:					
Employees	30 894	30 025	33 427	33 988	11.66
Repairs and Maintenance	1 000	1 273	1 360	1 364	6.65
Other	42 796	49 186	46 357	59 423	17.23
Total Operational Expenditure	74 690	80 484	81 144	94 775	15.08
Net Operational (Service)	(11 047)	(12 426)	(13 461)	(28 162)	55.88

Table 233: Financial Performance: Traffic services and Law Enforcement

5.2.13 Fire and Disaster Management

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	2 054	1 867	1 888	1 942	3.88
Expenditure:					
Employees	14 361	10 406	11 067	13 804	24.62
Repairs and Maintenance	552	587	687	740	20.67
Other	3 260	3 465	2 764	3 082	-12.44
Total Operational Expenditure	18 173	14 458	14 518	17 626	17.97
Net Operational (Service)	(16 118)	(12 591)	(12 630)	(15 683)	19.72

Table 234: Financial Performance: Fire and disaster Management

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5.2.14 Holiday Resorts and Campsites

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	345	435	435	422	-2.87
Expenditure:					
Employees	395	429	429	419	-2.37
Repairs and Maintenance	67	85	85	68	-24.15
Other	87	111	111	75	-47.89
Total Operational Expenditure	549	625	625	562	-11.09
Net Operational (Service)	(204)	(190)	(190)	(140)	-35.91

Table 235: Financial Performance: Holiday Resorts and Campsites

5.2.15 Swimming Pools and Sport Grounds

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	6 929	5 608	5 708	7 166	21.74
Expenditure:					
Employees	5 393	5 264	5 389	5 556	5.25
Repairs and Maintenance	4 370	4 621	4 567	5 112	9.62
Other	11 214	11 333	12 358	11 256	-0.69
Total Operational Expenditure	20 977	21 218	22 314	21 924	3.22
Net Operational (Service)	(14 048)	(15 610)	(16 606)	(14 757)	-5.78

Table 236: Financial Performance: Swimming Pools and Sport Grounds

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5.2.16 Community Facilities and Thusong Centres

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	(998)	(906)	(906)	(737)	-23.03
Expenditure:					
Employees	5 224	4 492	4 628	6 019	25.38
Repairs and Maintenance	748	1 750	1 730	789	-121.81
Other	3 153	3 563	3 461	3 476	-2.49
Total Operational Expenditure	9 125	9 804	9 818	10 284	4.67
Net Operational (Service)	(10 123)	(10 710)	(10 725)	(11 021)	2.82

Table 237: Financial Performance: Community Facilities and Thusong centre's

5.2.17 Office of the Municipal Manager

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	684	433	554	1 116	61.21
Expenditure:					
Employees	35 821	19 163	39 165	13 593	-40.98
Repairs and Maintenance	96	88	157	148	40.46
Other	22 649	26 309	27 165	23 814	-10.48
Total Operational Expenditure	58 566	45 560	66 487	37 555	-21.32
Net Operational (Service)	(57 882)	(45 127)	(65 932)	(36 439)	-23.84

Table 238: Financial Performance: Office of the Municipal Manager

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5.2.18 Administration

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	158 663	228 740	307 930	307 958	25.72
Expenditure:					
Employees	38 811	42 577	46 978	43 680	2.53
Repairs and Maintenance	5 001	2 345	15 161	14 675	84.02
Other	128 464	197 337	260 638	263 460	25.10
Total Operational Expenditure	172 276	242 258	322 778	321 815	24.72
Net Operational (Service)	(13 613)	(13 518)	(14 847)	(13 857)	2.45

Table 239: Financial Performance: Office of the Municipal Manager

5.2.19 HR

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'ooo				%
Total Operational Revenue	376	500	500	557	10.24
Expenditure:					
Employees	8 215	9 121	10 191	9 645	5.44
Repairs and Maintenance	–	5	5	1	-735.29
Other	5 774	4 893	5 152	4 769	-2.60
Total Operational Expenditure	13 989	14 018	15 347	14 414	2.75
Net Operational (Service)	(13 613)	(13 518)	(14 847)	(13 857)	2.45

Table 240: Financial Performance: HR

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5.2.20 Financial Services

Description	2014/15	2015/16			
	Actual	Original Budget	Adjustments Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	204 723	220 368	225 455	230 210	4.27
Expenditure:					
Employees	36 204	41 540	41 639	39 190	-6.00
Repairs and Maintenance	146	169	179	161	-5.05
Other	27 310	30 861	31 912	27 567	-11.95
Total Operational Expenditure	63 660	72 570	73 730	66 918	-8.45
Net Operational (Service)	141 063	147 798	151 725	163 292	9.49

Table 241: Financial Performance: Financial Services

5.3 Grants

5.3.1 Grant Performance

The table below indicates the Grant performance for the 2015/16 financial year:

The Municipality had a total amount of **R270 million** for operational and capital expenditure available that was received in the form of grants from the National and Provincial Governments during the 2015/16 financial year. The performance in the spending of these grants is summarised as follows:

Description	2014/15		2015/16		2015/16 Variance	
	Actual	Budget	Adjust- ments Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Operating Transfers and Grants						
National Government:	154 409	164 190	163 825	163 819	-0.23	0.00
Equitable share	92 397	100 693	100 693	100 693	0.00	0.00
Municipal Systems Improvement	934	930	930	930	0.00	0.00
Infrastructure Skills Development	2 852	3 000	2 635	2 635	-13.84	0.00
Expanded Public Works Programme (EPWP)	2 933	1 864	1 864	1 864	0.00	0.00

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Description	2014/15		2015/16		2015/16 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Municipal Infrastructure Grant - Project Management Unit	1 897	1 942	1 942	1 936	-0.28	-0.28
Finance Management Grant	1 450	1 450	1 450	1 450	0.00	0.00
Public Transport Network Operating Grant	51 946	54 311	54 311	54 311	0.00	0.00
Provincial Government:	70 096	109 334	114 243	106 446	-2.71	-7.32
Housing	27 193	45 480	15 839	8 992	-405.79	-76.14
Proclaimed roads	8 186	361	361	355	-1.77	-1.77
Integrated Transport Planning Grant	26 765	55 230	89 230	89 230	38.10	0.00
Community Development Workers Operating Grant	158	90	90	52	-73.57	-73.57
Library Grant	6 587	7 473	7 473	7 154	-4.46	-4.46
Financial Management Support Grant	500	-	50	50	100.00	0.00
Thusong Services Centre Grant	218	100	100	100	0.00	0.00
Municipal Infrastructure Support Grant : Electrical Master Plans	489	600	600	513		
Swimming Pool Grant - Heather Park			500			
Other grant providers:	14 261	500	500	314	-59.28	-59.28
Seta	85	500	500	314	-59.28	-59.28
Total Operating Transfers and Grants	238 766	274 024	278 567	270 579	-1.27	-2.95

Table 242: Grant Performance for 2015/16

5.3.2 Conditional grants (excl. MIG)

The performance in the spending of conditional grants is summarised as follows:

Description	2014/15	2015/16			2015/16 Variance	
	Actual (Audited outcome)	Budget	Adjustments budget	Actual	Original budget	Adjustments budget
	R'000				%	
Financial Management Grant (FMG)	1 450	1 450	1 450	1 450	0.00	0.00
Municipal Systems Improvement Grant	934	930	930	930	0.00	0.00
Integrated National Electrification Programme	8 900	7 000	7 000	7 000	0.00	0.00
Infrastructure Skills Development	2 998	3 000	3 000	2 957	-1.44	-1.44
Regional Bulk Infrastructure	98	10 820	-	-	0.00	0.00

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Description	2014/15	2015/16			2015/16 Variance	
	Actual (Audited outcome)	Budget	Adjust- ments budget	Actual	Original budget	Adjust- ments budget
	R'000				%	
Expanded Public Works Program(EPWP)	2 933	1 864	1 864	1 864	0.00	0.00
Integrated Public Transport Network - Infrastructure Support	70 308	62 014	62 014	61 245	-1.25	-1.25
Integrated Public Transport Network: Operating	26 765	55 230	89 230	89 230	38.10	0.00
Financial Management Support Grant	500	–	50	50	100.00	0.00
Municipal Infrastructure Support Grant: Electrical Master Plans		–	500	–	0.00	0.00
Library Grant	6 587	9 523	9 523	7 154	-33.12	-33.12
Proclaimed Roads	8 186	361	361	355	-1.77	-1.77
George Integrated Public Transport Network Infrastructure	1 431	–	40 000	38 399	100.00	-4.17
George Integrated Public Transport Network Operations	51 946	54 311	54 311	54 311	0.00	0.00
Community Development Worker's Operational grant	162	90	90	52	-73.57	-73.57
Thembaletu Thusong Service Centre	218	100	100	100	0.00	0.00
Housing Grant	42 022	60 480	19 960	12 993	-365.47	-53.62
Eden District Municipality Emergency Relief Fund	4 803	2 826	3 776	3 365	16.02	-12.21
SANRAL N2 York Bridge	14 176	–	–	0	0.00	0.00
Equitable share	92 397	100 693	100 693	100 693	0.00	0.00
Local Government Master Planning Grant	489	600	600	513	-16.86	-16.86
LG Seta	85	500	500	314	-59.28	-59.28
Total	337 388	371 792	395 952	382 976	2.92	-3.39
*Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

Table 243: Conditional grant (excl. MIG)

5.3.3 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2014/15	400 753	1 389 806	28.84
2015/16	426 959	1 587 825	26.89

Table 244: Reliance on grants

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5.4 Asset Management

Asset management is practiced within the organisation based on a comprehensive asset management policy. The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Assets) owned or controlled by the municipality to ensure the following:

- ❖ Implementation of the approved Asset Management Policy as required in terms of section 63 of the Municipal Finance Management Act (MFMA).
- ❖ Verify assets in possession of the Council annually during the course of the financial year.
- ❖ Keep a complete and balanced record of all assets in possession of the Council.
- ❖ Report in writing all asset losses, where applicable, to Council. Those assets are valued and accounted for in accordance with a statement of GRAP.
- ❖ Assets are properly maintained and safeguarded.

The roles of the following are clearly defined within the asset management policy:

- ❖ Municipal Manager
- ❖ Chief Finance Officer
- ❖ Asset control section
- ❖ Manager Budget section
- ❖ Manager Expenditure section
- ❖ Procurement section
- ❖ All other departments

Asset Management is performed in line with the Asset Management Policy as described above.

The control and safeguarding of assets remain the responsibility of each department. Each department needs to budget for the necessary maintenance of the assets under their control in order for the assets to achieve their economic life spans.

5.4.1 Repairs and Maintenance

Description	2014/15	2015/16			
		Original Budget	Adjustment Budget	Actual	Budget variance
		R'000			%
Repairs and Maintenance Expenditure	83 066	88 892	92 780	87 656	-5.52

Table 245: Repairs & Maintenance Expenditure

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5.5 Financial Ratios Based on Key Performance Indicators

5.5.1 Liquidity Ratio

Description	Basis of calculation	2014/15	2015/16
Current Ratio	Current assets/current liabilities	2.18	2.13
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2.06	2.04
Liquidity Ratio	Monetary Assets/Current Liabilities	1.04	1.06

Table 246: Liquidity Financial Ratio

5.5.2 IDP Regulation Financial Viability Indicators

Description	Basis of calculation	2014/15	2015/16
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	3.40 times	3.23 times
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0.23	0.20
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	3.01	3.38

Table 247: Financial Viability National KPAs

5.5.3 Borrowing Management

Description	Basis of calculation	2014/15	2015/16
Capital Charges to Operating Expenditure	Interest & Principal Debt Paid /Operating Expenditure	0.07	0.06

Table 248: Borrowing Management

5.5.4 Employee costs

Description	Basis of calculation	2014/15	2015/16
Employee costs	Employee costs/(Total Revenue - capital revenue)	28%	25%

Table 249: Employee Costs

5.5.5 Repairs & Maintenance

Description	Basis of calculation	2014/15	2015/16
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	6.8%	6.0%

Table 250: Repairs and Maintenance

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Component B: Spending Against Capital Budget

5.6 Capital Expenditure

5.6.1 Capital Expenditure by new assets programme

Description	2014/15	2015/16			Planned Capital expenditure		
	Actual	Original Budget	Adjustments Budget	Actual Expenditure	2016/17	2017/18	2018/19
R'000							
Capital expenditure by Asset Class							
Infrastructure - Total	173 457	193 158	181 489	168 768	169 941	297 790	222 144
Infrastructure: Road transport - Total	58 073	97 230	64 242	88 691	69 116	70 839	30 172
Roads, Pavements & Bridges	45 877	92 904	59 566	85 347	63 076	66 839	28 172
Storm water	12 196	4 326	4 676	3 345	6 040	4 000	2 000
Infrastructure: Electricity - Total	27 507	33 340	34 270	25 834	21 283	59 336	61 585
Generation	–	–	–	–	–	–	–
Transmission & Reticulation	24 859	32 390	33 410	25 404	20 583	57 436	59 685
Street Lighting	2 648	950	860	429	700	1 900	1 900
Infrastructure: Water - Total	4 237	28 367	14 916	9 699	46 790	81 811	64 988
Dams & Reservoirs	666	18 598	5 706	3 105	33 366	29 600	2 100
Water purification	–	–	–	–	–	–	–
Reticulation	3 571	9 769	9 210	6 594	13 424	52 211	62 888
Infrastructure: Sanitation - Total	53 877	31 222	28 062	15 436	32 751	75 254	63 250
Reticulation	45 966	16 022	14 862	14 923	10 751	8 254	4 250
Sewerage purification	7 911	15 200	13 200	513	22 000	67 000	59 000
Infrastructure: Other - Total	29 764	3 000	40 000	29 108	–	10 550	2 150
Waste Management	10 327	3 000	–	–	–	10 000	2 000
Transportation	19 437	–	40 000	–	–	50	150
Gas	–	–	–	–	–	500	–
Other	(0)	–	–	29 108	–	–	–
Community - Total	16 439	13 542	31 766	16 344	12 105	26 308	13 890
Parks & gardens	28	150	300	78	–	–	–
Sports fields& stadia	4 630	4 854	4 854	4 825	3 410	3 418	3 604
Swimming pools	–	100	100	–	–	–	–

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Description	2014/15	2015/16			Planned Capital expenditure		
	Actual	Original Budget	Adjustments Budget	Actual Expenditure	2016/17	2017/18	2018/19
R'000							
Community halls	98	640	2 226	951	–	30	30
Libraries	–	2 000	5 046	28	4 546	–	–
Recreational facilities	–	850	2 840	1 271	1 300	1 800	1 800
Fire, safety & emergency	–	550	650	538	–	50	150
Security and policing	4 581	1 898	2 279	2 636	749	5 120	2 293
Buses	6 982	–	12 071	–			
Clinics	–	–	–				
Museums & Art Galleries	–	–	–				
Cemeteries	–	–	–	4 995			
Social rental housing	–	–	–				
Other	120	2 500	1 400	1 022	2 100	15 890	6 013
Capital expenditure by Asset Class	12 842	37 638	44 980	33 269	39 749	56 612	43 272
Heritage assets - Total	–	150	–	–	–	150	150
Buildings	–	150	–	–	–	150	150
Other	–	–	–	–	–	–	–
Investment properties - Total	–	–	–	–	–	–	–
Housing Development	–	–	–	–			
Other	–	–	–	–			
Other assets	12 842	36 238	43 770	32 311	36 499	52 962	39 722
General vehicles	2 896	9 190	13 393	3 966	8 750	9 390	2 800
Specialised vehicles	–	4 550	3 750	3 856	4 490	1 900	–
Plant & equipment	6 455	11 604	12 113	2 378	11 766	14 132	14 886
Computers - hardware/equipment	1 471	2 050	3 036	3 328	1 926	5 220	4 836
Furniture and other office equipment	995	3 703	4 583	1 605	2 388	2 615	1 020
Abattoirs	–	–	–				
Markets	–	–	–				
Civic Land and Buildings	291	20	170	15 482	2 974	7 225	3 300
Other Buildings	–	1 500	1 700	1 700	3 000	1 330	1 330
Other Land	–	–	–				
Surplus Assets - (Investment or	–	–	–				

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Description	2014/15	2015/16			Planned Capital expenditure		
	Actual	Original Budget	Adjustments Budget	Actual Expenditure	2016/17	2017/18	2018/19
R'000							
Inventory)							
Other	734	3 620	5 024	(4)	1 205	11 150	11 550
Agricultural assets	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–
Intangibles	–	–	–	–	–	–	–
Computers - software & programming	–	–	–	–			
Total Capital Expenditure on new assets	–	1 250	1 210	959	3 250	3 500	3 400
Specialised vehicles	–	1 250	1 210	959	3 250	3 500	3 400
Refuse	–						
Fire	202 738	244 338	258 236	218 381	221 795	380 710	279 306
Conservancy	–	4 550	3 750	3 856	4 490	1 900	–

Table 251: Capital Expenditure – New Assets Programme

5.7 Sources of Finance

5.7.1 Capital Expenditure by Funding Source

The table below indicates the capital expenditure by funding source for the 2015/16 financial year:

Details	2014/15	2015/16				
	Actual	Original Budget (OB)	Adjustments Budget	Actual	Adjustments to OB Variance	Actual to OB Variance
Source of finance						
Description	R'000				%	
External loans	4 237	21 970	33 041	13 821	50.39	-87.48
Public contributions and donations	2 520	–	–	–	#DIV/o!	#DIV/o!
Grants and subsidies	149 283	144 112	143 894	129 417	-0.15	-10.05
Own funding	46 698	78 256	81 300	75 143	3.89	-7.87
Total	202 738	244 338	258 236	218 381	5.69	-16.31
Percentage of finance						
External loans	2	9	13	6		

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Details	2014/15	2015/16				
	Actual	Original Budget (OB)	Adjustments Budget	Actual	Adjustments to OB Variance	Actual to OB Variance
Public contributions and donations	1	0	0	0		
Grants and subsidies	74	59	56	59		
Own funding	23	32	31	34		
Capital expenditure						
Water and sanitation	62 388	34 567	22 921	13 835	-33.69	-26.29
Electricity	25 127	31 390	34 022	27 659	8.38	-20.27
Housing	485	6 745	3 227	2 757	-52.16	-6.96
Roads and storm water	86 830	94 875	118 076	116 820	24.45	-1.32
Other	27 908	76 761	79 990	57 310	4.21	-29.55
Total	202 738	244 338	258 236	218 381	5.69	-16.31
Percentage of expenditure						
Water and sanitation	31	14	9	6		
Electricity	12	13	13	13		
Housing	0	3	1	1		
Roads and storm water	43	39	46	53		
Other	14	31	31	26		

Table 252: Capital Expenditure by Funding Source

5.8 Capital Spending on 5 Largest Projects

Projects with the highest capital expenditure in 2015/16 are indicated below:

Name of Project	Current Year: 2015/16			Variance Current Year: 2015/16	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance	Adjustment variance
	R'ooo			%	
Infrastructure and Busses	62 014	92 720	92 718	0	(0)
Thembalethu Bulk Sewer	6 000	10 311	10 310	0	(0)
20MVA Transformer - George	9 000	7 000	6 998	(0)	(0)
Outeniqua WWTW Refurbish/Extension	15 200	12 529	7 899	(0)	(0)
Thembalethu UISP - Streets and Stormwater	10 128	1 260	4 070	(0)	(0)

Table 253: Capital Expenditure on the 5 Largest Projects

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Name of Project - A	Infrastructure and Busses
Objective of Project	Provide safe affordable and reliable integrated public transport for George
Delays	Due to the civil unrest and overwhelming success of the first 3 phases, a shortfall in fleet is currently causing a delay in the rollout of the following phases
Future Challenges	Funding to address aging infrastructure that requires excessive upgrading
Anticipated citizen benefits	An integrated public transport network for the greater area of George

Table 254: Summary of Project A

Name of Project - B	Thembaletu Bulk Sewer
Objective of Project	Provide bulk effluent service to new UISP and other developments in Thembaletu and Pacaltsdorp
Delays	Project started late due to an appeal against the tender process
Future Challenges	Further funding required to complete bulk provisioning
Anticipated citizen benefits	Linking of effluent services for new and future George developments in areas south of the N2

Table 255: Summary of Project B

Name of Project - C	20MVA Transformer - George
Objective of Project	The installation of the second 20MVA transformer to replace 2X 10 MVA transformers that will be used elsewhere is necessary to complete the upgrading to increase the capacity of the substation to accommodate growth in the vicinity
Delays	None
Future Challenges	None
Anticipated citizen benefits	The electricity supply to the industrial area, a portion of the CBD, and a number of suburbs, including Borchards, Lawaaiakamp, Parkdene, Rosemoore will benefit.

Table 256: Summary of Project C

Name of Project - D	Outeniqua WWTW Refurbish/extension
Objective of Project	The existing works were commissioned in 1987 and treats domestic effluent by means of a Carousel biological wastewater treatment process. The plant has a treatment capacity of 15 Mℓ/d average dry weather flow.
Delays	The works has reached it design capacity and the works will be upgraded up to a capacity of 25 Mℓ/d.
Future Challenges	Critical Funding shortages
Anticipated citizen benefits	Sustainable growth and provision for low cost housing.

Table 257: Summary of Project D

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Name of Project - E	Thembaletu UISP - Streets and Stormwater
Objective of Project	Completion of the upgrade of Informal Settlements Programme of areas 4A and 4 B, planning Area 3 & 8
Delays	The relocation of informal dwellers to make way for construction work
Future Challenges	The provision of bulk services to the increasing demand for housing in the area
Anticipated citizen benefits	Thembaletu Area 4A, 4B, Area 3 and 8A, B and C

Table 258: Summary of Project E

5.9 Basic Service and Infrastructure

5.9.1 Municipal Infrastructure Grant (MIG)

The full MIG budget allocation for the 2015/16 financial year was **R38 million**.

Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustments Budget
	R			%	
Infrastructure - Water	7 188 840	5 535 840	5 512 306	-30.41	-0.43
Water purification	7 188 840	5 535 840	5 512 306	-30.41	-0.43
Infrastructure - Sanitation	24 168 000	25 821 000	25 888 299	6.65	0.26
Reticulation	6 840 000	10 773 000	16 897 536	59.52	36.25
Sewerage purification	17 328 000	15 048 000	8 990 763	-92.73	-67.37
Other Specify: Recreational facilities	5 533 560	5 533 560	5 491 709	-0.76	-0.76
Outdoor Sport facilities	5 533 560	5 533 560	5 491 709	-0.76	-0.76
Project Management Unit	1 941 600	1 941 600	1 939 686	-0.10	-0.10
Total	38 832 000	38 832 000	38 832 000	0.00	0.00

Table 259: Municipal Infrastructure Grant (MIG)

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Component C: Cash Flow Management and Investments

5.10 Cash Flow

Description	2014/15		2015/16	
	Adjusted Budget	Actual	Adjusted Budget	Actual
	R'ooo			
Cash flow from operating activities				
Receipts				
Ratepayers and other	838 572	840 798	957 142	954 247
Grants	408 204	397 892	444 322	443 697
Interest	23 124	24 912	28 673	30 822
Other Receipts	61 938	40 800	129 914	54 309
Payments				
Suppliers and employees	(1 061 998	(1 059 037)	(1 215 887)	(1 168 619)
Finance charges	(46 688)	(50 235)	(44 104)	(47 174)
Net cash from/(used) operating activities	223 152	195 128	300 060	227 281
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE	5 000	0	10 029	40
Decrease (Increase) in non-current debtors	0	0	0	0
Decrease (Increase) other non-current receivables	0	454	(159)	7
Proceeds from sale of Investment Property	0	462	0	0
Payments				
Purchase of Intangible Assets	0	0	0	958
Capital assets	(166 920)	(200 218	(258 236)	(209 629)
Net cash from/(used) investing activities	(161 920)	(199 302)	(248 365)	(210 541)
Cash flows from financing activities				
Receipts				
Decrease (Increase) in finance lease liabilities		1 560		(5 324)
Borrowing long term/ re-financing	13 525		33 041	
Increase/ (Decrease) Consumer Deposits	495		(1 061)	
Payments				
Repayment of borrowing	(33 644)	(38 702)	(38 441)	(41 975)

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Description	2014/15		2015/16	
	Adjusted Budget	Actual	Adjusted Budget	Actual
	R'ooo			
Net cash from/(used) financing activities	(19 624)	(37 142)	(6 468)	(47 298)
Net increase/ (decrease) in cash held	41 608	(41 314)	45 227	19 442
Cash/cash equivalents at the year begin:	387 195	387 195	345 881	345 881
Cash/cash equivalents at the year-end:	387 195	345 881	428 803	365 323

Table 260: Cash flow

5.11 Gross Outstanding Debtors per Service

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R'ooo					
2014/15	32082	110253	38580	444	9665	191024
2015/16	34676	123397	48522	419	9970	216984
Difference	2594	13144	9942	-25	305	25960
% growth year on year	8	12	26	-6	3	14

Table 261: Gross outstanding debtors per service (Note: Figures exclude provision for bad debt.)

5.12 Total Debtors Age Analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'ooo				
2014/15	75723	11031	6999	97271	191024
2015/16	87830	13343	7237	108574	216984
Difference	12107	2312	238	11303	25960
% growth year on year	16	21	3	12	14

Table 262: Service debtor age analysis (Note: Figures exclude provision for bad debt)

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5.13 Borrowing and Investments

5.13.1 Actual Borrowings

Instrument	2014/15	2015/16
	R'ooo	
Long-Term Loans (annuity/reducing balance)	368 671	410 465
Financial Leases	723	904
Total	369 394	411 369

Table 263: Actual Borrowings

5.13.2 Municipal Investments

Investment type	2014/15	2015/16
	Actual	Actual
	R'ooo	R'ooo
Securities - National Government	0	0
Listed Corporate Bonds	0	0
Deposits – Bank	70 000	200 000
Deposits - Public Investment Commissioners	0	0
Deposits - Corporation for Public Deposits	0	0
Bankers Acceptance Certificates	0	0
Negotiable Certificates of Deposit - Banks	0	0
Guaranteed Endowment Policies (sinking)	0	0
Repurchase Agreements - Banks	0	0
Municipal Bonds	0	0
Other	0	0
Total	70 000	200 000

Table 264: Municipal Investments

5.13.3 Grants Made by the Municipality: 2015/16

Description	Nature of Project	Conditions attached to funding	Value 2015/16 R'ooo
Schools	Merit awards to schools	n/a	88
NGO's	To provide assistance to these organisations in performing their duties	n/a	423

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Description	Nature of Project	Conditions attached to funding	Value 2015/16 R'000
Different organisations	To provide assistance to different festivals that are being held in the George area	n/a	950
SPCA	To provide assistance for the impounding of animals within the George area.	n/a	1 510

Table 265: Grants made by municipality

Chapter 6



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Component A: Auditor-General Opinion 2014/15

6.1 Auditor General Reports 2014/15

Auditor-General Report on Financial Performance 2014/15	
Audit Report Status:	Unqualified – Clean Audit
Issue raised	Corrective step implemented
Emphasis of matter:	
As disclosed in note 31th the financial statements the municipality reported a material impairment of R59,1 million, as a result of the impairment of irrecoverable trade receivables.	The determination of the impairment of irrecoverable trade receivables is undertaken annually and is based on the payments received and balances outstanding on municipal consumer accounts. The consistent application of the approved credit control policy will be maintained in order to assist with keeping this determination within acceptable levels.

Table 266: AG Report on Financial Performance 2014/15

Component B: Auditor-General Opinion 2015/16

6.2 Auditor General Reports 2015/16

Auditor-General Report on Financial Performance 2015/16	
Audit Report Status:	Unqualified – Clean Audit
Issue raised	Corrective step implemented
Emphasis of matter:	
As disclosed in note 32 to the financial statements the municipality reported a material impairment of R88 million, as a result of the impairment of irrecoverable trade receivables.	The determination of the impairment of irrecoverable trade receivables is undertaken annually and is based on the payments received and balances outstanding on municipal consumer accounts. The consistent application of the approved credit control policy will be maintained in order to assist with keeping this determination within acceptable levels.

Table 267: AG Report on Financial Performance 2015/16

LIST OF ABBREVIATIONS

AG	Auditor-General
GEO	George Municipality
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal Finance Officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCO	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
NGO	Non-governmental organisation
NT	National Treasury

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OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
PPP	Public Private Partnership
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

Annexure A

Financial Statements

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Annexure B

Report of the Auditor General

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Annexure C

Audit and Performance Audit Committee Report

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